



International Rescue Committee, Inc.
Charlottesville, VA

Virginia Refugee Resettlement Program
Funding Opportunity #CVS-12-089
October 1, 2012 – September 30, 2013

REQUEST FOR PROPOSALS (RFP) COMPLIANCE COVER SHEET

RFP NUMBER: CVS 12-089
ISSUE DATE: May 25, 2012
TITLE: Virginia Refugee Resettlement Program (VRRP)

COMMODITY CODE: 952-75
LOCATION: Statewide
INITIAL CONTRACT PERIOD: October 1, 2012 to September 30, 2013
PROPOSAL DUE DATE AND TIME: June 29, 2012 - 4:00 p.m.

ISSUING AGENCY: Virginia Department of Social Services
Office of Newcomer Services – 15th Floor
801 E. Main Street
Richmond, Virginia 23219-2901
Attn: Brent Sutton

Sealed proposals for furnishing the services described herein will be received subject to the conditions cited herein until the Proposal Due Date and Time shown above. **PROPOSALS RECEIVED AFTER THAT TIME WILL BE RETURNED WITHOUT CONSIDERATION.** Send or hand deliver all proposals (not scanned or regenerated pages) directly to the issuing agency shown above. **DO NOT FAX OR EMAIL.**

In Compliance With This Request For Proposals, As Published By The Department, And To All The Conditions Imposed Therein And Hereby Incorporated By Reference, The Undersigned Offers And Agrees To Furnish The Services Described In Accordance With The Attached Signed Proposal Or As Mutually Agreed Upon By Subsequent Negotiation.

International Rescue Committee, Inc.
609 East Market St.
Charlottesville, VA 22902

Date: June 26, 2012

Authorized By: 

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A mandatory pre-proposal conference will be held at 10:30 p.m. June 13, 2012 at the Virginia Department of Social Services; 801 East Main Street; Richmond, VA 23219-2901. All requests for information should be directed to brent.sutton@dss.virginia.gov or by telephoning (804)726-7928

Note: This public body does not discriminate against faith-based organizations in accordance with the Code of Virginia, § 2.2-4343.1 or against an offeror because of race, religion, color, sex, national origin, age, disability, or any other basis prohibited by state law relating to discrimination in employment.

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Adult Learning Center of the Charlottesville City Schools

Jefferson Area CHIP

Albemarle County Department of Social Services

Charlottesville/Albemarle Health Department

JAUNT

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a. Executive Summary

The International Rescue Committee, Inc. (IRC) proposes to implement in Charlottesville a comprehensive range of programs with a goal of assisting refugees to achieve economic and social self-sufficiency as quickly as possible. IRC's methodology is based on a model of comprehensive case management, recognizing that for refugees the most efficient route to community integration and return to a stable life is the provision of a multiplicity of services including case management, community orientation, employment services and job readiness training, medical and mental health support, and immediate access to English language learning.

Through past participation in the Virginia Refugee Resettlement Program, the IRC in Charlottesville has demonstrated its capacity to implement these services with significant success. IRC currently serves 150 individuals each year for employment services, placing 120 of these into jobs that meet or exceed the required performance standards for hours and wages. IRC provides on-site English classes for ten hours per week to all newly arriving adult refugees, allowing immediate access to crucial language learning. If funded at the proposed level, IRC is committed to delivering this same level of service during FY2013.

IRC finds Charlottesville to be a supportive community to refugee resettlement. Challenges facing the agency include a shortage of affordable rental housing, the lack of a manufacturing sector for employment, and transportation difficulties for those seeking jobs outside of the immediate metro area. These challenges are balanced by a welcoming community that embraces cultural diversity, a low unemployment rate, a wealth of job opportunities in the hospitality and service sectors, and a compact geographic area with inexpensive and available public transportation.

b. Summary of Past Accomplishments – Organizational Capacity

The International Rescue Committee, Inc. (IRC) has provided initial resettlement as well as a broad range of ongoing support services to refugees and asylees in Charlottesville since 1998. Since that time, more than 2,300 refugees have been resettled in the area, along with other secondary migrants. As the only refugee serving agency in Central Virginia, IRC prides itself on its ability to support the needs of these new Americans not just at the time of their arrival but until the point where they achieve economic and social self-sufficiency. With a staff of eighteen professionals, assisted by many volunteers, IRC Charlottesville strives to provide its clients with services comparable to those available in larger agencies and cities.

Under the current Office of Newcomer Services (ONS) grant cycle, IRC has consistently met its employment and ELT goals. In FY2011, IRC placed 121 clients into jobs under the RSS and TAP programs at an average wage well over \$9.00 per hour and provided English language classes to more than 200 adults. IRC has met all other grant requirements as well, including timely submission of trimester reports, staff attendance at required meetings, and support of all initiatives and directives from ONS. IRC has worked closely with ONS during the past two years in the successful implantation of new programs including the Virginia Refugee Student Achievement Project (VRSAP) and the Preventive Health Grant, even lending support to this last project by making available its experienced medical case manager to consult with other agencies developing new staff positions. Through its successful implementation of ONS programs and careful stewardship of funds provided by the Virginia Refugee Resettlement Program at a level commensurate with the current request, IRC Charlottesville has demonstrated that it can provide the services described in the this proposal if provided the funding level requested.

c. Program Description

Need and Scope of Services: IRC supports each refugee's unique journey from the first day of arrival through the achievement of self-sufficiency and full participation in the community. Employment and English language training, provided in the context of a comprehensive resettlement plan, are central to this mission. They are part of a continuum of IRC services that also includes short-term housing and cash assistance; cultural orientation, financial literacy, and life skills classes; school enrollment, student and parent orientation and support services; mental health evaluations, referrals, and support groups; health care access, advocacy, and medical case management; tax preparation assistance; microenterprise support; and immigration and citizenship services, all provided in a linguistically and culturally appropriate context. All IRC services are delivered concurrently in a coordinated approach that maximizes community resources and staff expertise. The 18-member IRC staff includes men and women of Bhutanese, Burmese, and Iraqi nationalities who share the language and experience of many newly arriving refugees; other staff represents the experience of previous refugee arrivals such as Bosnians and Russians.

This client-centered strategy has a record of success. On the 180th day after arrival, eight of ten refugees in Charlottesville are self-sufficient – able to live on employment income without outside cash assistance. Within three years after arrival, their average family income triples.

The IRC's work is grounded in an understanding of the refugee experience that is backed by research and shared by resettlement providers nationwide – namely that early economic self-sufficiency is the key to successful resettlement and community integration, and that it is best achieved through individualized employment services delivered concurrently with English language training (ELT) in the context of comprehensive case management.

IRC in Charlottesville currently serves approximately 500 refugee clients, including 200 new arrivals, annually. In the coming year, the IRC expects to provide some 250 refugees with employment, case management and ELT services under the Refugee Social Services (RSS) Program. In recent months, most refugees arriving in Charlottesville have been ethnic Lhotsampas, Bhutanese. More than half are men and women in their twenties and thirties who speak some English and have received relatively good schooling. Their potential for success is great, but most have no memory of life outside a refugee camp, no experience of daily work, and no familiarity with local job options.

Other newly arriving refugees in the past year have included ethnic Karen, Chin, and Shan from Burma who have lived for decades in refugee camps or in disadvantaged urban settings with minimal education and health support. They share a nationality but speak different languages, and a significant number are illiterate in their own language. Many also arrive with health complications and need ongoing care for chronic conditions. Nevertheless, they arrive in Charlottesville with strong family and community support, and are highly motivated to give their children the full experience of American life.

In smaller number, recent arrivals have included ethnic Pashtoon, Hazara, and Tajik from Afghanistan; Arabs and Palestinians from Iraq; Hutu and Bembe from Democratic Republic of Congo, and Tutsi from Burundi. Some have strong work backgrounds but have recently experienced the violence of war and may be struggling with the adjustment to life as Americans. Others are seeking to rebuild family bonds after long separations. Some, victims of rape and terror, will need time and extended services to feel whole and be healthy. Most are eager to regain a sense of autonomy after years of uncertainty, poverty, or confinement.

Eligibility: Eligibility for IRC services is determined by official documentation of immigration status as designated by the United States Citizenship and Immigration Service and includes refugees, asylees, Cuban/Haitian Entrants, Amerasians, Iraqi or Afghan special immigrant visa-holders, and victims of human trafficking. (“Refugee” is used here to apply to all categories.)

Clients who receive employment and ELT services under the Virginia Refugee Social Services (RSS) program have been in the U.S. less than sixty months and are not enrolled in the federal matching grant employment program. Services are delivered in order of priority to: (1) newly arriving refugees who have been in the U.S. for one year or less, (2) refugee clients on Refugee Cash Assistance and/or Temporary Assistance to Needy Families (TANF), (3) unemployed refugees not on cash assistance, and (4) employed refugees in need of job upgrade or retention assistance. IRC’s services are provided equally to women and men in each client’s native language through professionally trained live interpreters provided by IRC’s in-house interpreter services program.

Region served: The U.S. Department of State authorizes the IRC to resettle refugees within a 100-mile radius of Charlottesville. In practice, however, almost all IRC refugee clients are resettled within the 10-square-mile city of Charlottesville or in Albemarle County neighborhoods that closely ring the city. The vast majority of clients live along bus routes for easy access to the IRC’s downtown office, which is located one block from the downtown pedestrian mall and the city’s central bus station. The IRC office is also within walking distance of city social service offices, the police department, several key refugee employers, and the bank that serves the IRC and its clients. The office is located on the ground floor, is handicap accessible, and includes a classroom for on-site employment and English classes.

Relative to the overall population of Charlottesville, the levels of refugee presence and need are significant. The 2010 U.S. Census recorded 43,475 residents of Charlottesville, approximately 9,000 of them college students. The median household income in Charlottesville is two-thirds the statewide average of \$61,406, and nearly one in three residents falls under the federal poverty level – two and half times the state average. The city is the economic and cultural center of a Standard Metropolitan Statistical Area region in central Virginia that also includes the counties of Albemarle, Fluvanna, Greene, and Nelson, with a total population of 201,595.

Community linkages: Successful refugee resettlement and community integration depends on the full and efficient use of community resources. The IRC maintains strong partnerships with local agencies, maximizing client services while avoiding duplication, and motivates clients to access these services on their own.

Soon after arrival, IRC case management team members introduce refugee clients to a full range of local health, education, employment, community, and social services. They typically accompany clients to initial appointments with partner agencies, ensure that appropriate interpretation has been arranged, help clients understand and review the process for accessing services on their own, follow up on outcomes of referrals of high needs clients, and troubleshoot problems that may arise with service providers.

The Charlottesville community is generally welcoming to people of diverse ethnicities and backgrounds. Approximately 15% of residents speak a language other than English at home, and 11.8% are foreign-born. A medical clinic devoted to immigrant and refugee health care – the University of Virginia Medical Center’s International Family Medicine Clinic (IFMC) – and low-cost literacy instruction of the Adult Learning Center of the Charlottesville City Schools (ALC) are just two examples of strong community partnerships that support refugees’ needs.

Other community partnerships are deeply embedded in the continuum of services the IRC provides. Ongoing coordination with the Charlottesville and Albemarle Departments of Social Services, including quarterly meetings with staff from all three agencies as well as frequent exchanges of information on specific cases, ensures that all eligible refugee clients who are enrolled in Temporary Assistance to Needy Families (TANF) and Refugee Cash Assistance (RCA) receive IRC employment services concurrently as required by the Refugee Social Services Employment Program (RSSEP). The IRC arranges for newly arriving refugees to receive initial health screenings at the Charlottesville-Albemarle Health Department with follow-on health care at the IFMC and other UVA specialists as needed. A decade-long collaboration with ALC provides in-house English instruction for all newly arriving refugees and ongoing instruction at ALC's facility. Mothers and children receive child and maternal health support through Women, Infants, and Children (WIC) and Jefferson Area Children's Health Improvement Program (CHIP). Ongoing participation with JAUNT regional transportation agency in transportation advocacy improves job opportunities for IRC clients. And strong relationships with the Charlottesville City and Albemarle County schools allows IRC's school liaison to readily support ongoing educational issues of refugee children.

As other needs are identified, IRC may also refer clients to Literacy Volunteers of Charlottesville Albemarle (LVCA) for extended English tutoring; Region Ten Community Services Board for mental health and crisis and substance abuse services; the Department of Rehabilitative Services for employable refugees with physical and intellectual disabilities; Virginia Employment Commission Rural Services, Virginia Workforce Network, and the Community Investment Collaborative for specialized employment services and business development assistance; Monticello Community Action Agency/Coalition Assisting Residents in

Emergency Situations (MACAA/Cares) for cash assistance for prevention of eviction or utility termination; the Salvation Army, for emergency financial assistance for housing; the Charlottesville ReDevelopment and Housing Authority (CRHA) for low-income public housing; Legal Aid Justice Center, for assistance with housing discrimination or complex immigration issues; Piedmont Housing Alliance, for affordable home buying counseling; Community Children's Dental Center; and the Charlottesville Free Clinic.

IRC staff maintains one-on-one contact with a wide range of community service providers to ensure that they are informed about refugee clients' unique cultural backgrounds as well as their legal rights to work, housing, health care, and language interpretation. IRC publicizes its services throughout the community via printed brochures, media articles, electronic newsletter, a web site and Facebook page, as well as public events and group presentations.

In addition, IRC manages two in-house programs that provide important community services for all newcomers, not just refugees. IRC's interpreter services program trains and maintains a corps of some 50 contracted interpreters who speak 17 languages and provide fee-based services to over 70 community groups, including public agencies, courts, schools, employers, and hospitals. IRC immigration services program provides eligible community members with assistance including applications for legal permanent residency and naturalization.

Work/Services Plan

Overview: Upon arrival, each refugee family is matched with a two-person IRC case management team consisting of an experienced case worker and employment specialist. Together with the client, the case management team assesses each client's strengths and needs, and develops a comprehensive resettlement plan (CRP) that spells out individual employment, English, education, and health goals. Adult clients are immediately enrolled in English and job

readiness classes. Each family is offered the support of a volunteer family mentor and English tutor. The IRC medical case manager ensures that all refugees receive initial health screenings and follow-up care. The family support coordinator assesses refugees' mental health and education needs and connects them to the appropriate local resources. The immigration specialist provides information and support for the steps to permanent residency and citizenship. IRC's "thrift store" provides donations from the community to support newly arriving families with the clothing and household goods they need to complete their home.

All IRC services are guided by standards and procedures detailed in federal and state contracts as well as programmatic oversight from IRC at the national level. IRC staff document all case management activities and report outcomes in case files as well as in the Virginia Newcomer Information System (VNIS) system. Outcomes are reviewed at local, state, and national levels and full narrative reports are made to funders. Program quality is assured through internal executive oversight, national headquarters reviews, and on-site monitoring by external evaluators. IRC staff members receive ongoing professional training and technical assistance.

Comprehensive Case Management

The notice of a new refugee arrival in Charlottesville sets in motion a cascade of activities. IRC's manager of resettlement services initiates a case file and assigns each client to his or her case management team. The logistics coordinator secures a safe, affordable home for each refugee family, and supplies that home with culturally-appropriate food and basic household furnishings and supplies. A case worker, joined by an interpreter if necessary, meets newly arriving refugees at the airport, takes them to their new home, and provides a basic housing safety orientation. The next day, that case worker conducts a full intake interview at the client's home, soliciting input from all adult family members on the full range of needs of

everyone in the household. The case worker ensures that clients have adequate food, clothing, and pocket money at that time. The client is taken to the bank, grocery store, and/or thrift shop as needed, shown how to use the bus and to find the IRC office.

Within a few days of their arrival, the case worker assists clients with applications for Supplemental Nutrition Assistance Program (SNAP), social security cards, medical appointments, and enrollment in ELT and employment services (detailed below). Clients who are not enrolled in the federal Matching Grant program are assisted with enrollment in TANF or RCA.

Children are enrolled in school, and adults begin attending daily English classes as well as weekly job readiness and cultural orientation classes on site at the IRC office. The case worker, family support coordinator, and immigration specialist provide personal orientations on the role of IRC and other community agencies, as well as information on legal requirements related to school, immigration, motor vehicles, and Selective Service. Clients are matched with volunteer English tutors and family mentors if desired.

Every Monday morning, the IRC resettlement manager convenes a meeting of the full employment, case management, and family support teams, as well as the IRC community relations coordinator, to review the needs and goals for individual refugee clients. Challenges are identified, and staff is assigned to address them. Barriers to employment are specifically addressed, including transportation, language, job training, and child care issues.

Within 30 days after arrival, a case worker makes at least one additional home visit, assessing the welfare, living conditions, and current or expected needs of the client. At every stage, the IRC team tracks individual progress toward clearly identified benchmarks of self-sufficiency. The manager of resettlement services monitors all activities to ensure they fulfill the client's CRP and meet all the standards of federal and state contracts, including for the U.S. State

Department Reception & Placement program, the Matching Grant program, and the Virginia Refugee Resettlement Program responsibilities.

Employment Services

As a university town with a strong hospitality and tourism industry, Charlottesville is able to provide stable sources of employment for limited English speakers. IRC employment specialists have built strong personal relationships with key employers and are able to quickly prepare newly arriving refugees for entry-level jobs. Many refugee clients' first jobs are with major local resorts such as Wintergreen, Boar's Head Inn, and Shenandoah National Park; with popular student restaurants like Five Guys and Chipotle; or with the many hotels that remain busy year-long.

Local partnerships also enable the IRC to quickly respond to the unique skills and needs of clients from different backgrounds as new populations arrive. For instance, the IRC responded to the arrival of significant numbers of Burmese from agrarian backgrounds with intensive efforts to develop agricultural jobs through new partnerships with Virginia Cooperative Extension and local vineyard managers. Similarly, in 2011 the arrival of skilled craftswomen from refugee camps in Nepal and Thailand led to the creation of a microenterprise craft cooperative with key support from Women United in Philanthropy.

The process of preparing refugee clients for work begins within 10 days of arrival, when the IRC case management team (employment specialist and case worker) meet with their client to discuss prior work experience, skills, and interests, and provide a preview of local job opportunities. Any potential barriers to employment are identified, and clients with health or child care issues are referred to the appropriate community resources. Together with the client, the IRC develops a Comprehensive Resettlement Plan for each member of the household.

Specific employment goals and benchmarks are identified for each employable adult, and every household develops an initial budget plan.

All newly arrived employable adults attend an eight-unit IRC job readiness course. An IRC employment specialist conducts classes either in eight weekly segments of one hour per week or in four weekly segments of two hours per week. Clients join as they arrive in Charlottesville, and the course cycle repeats as needed. All job readiness classes follow curricula based on best practices from decades of experience from refugee employment specialists nationwide and adapted as needed for the changing local context. Unit 1 describes the IRC employment program and emphasizes the client's responsibilities to attend job readiness and English classes; Unit 2 explores the types and levels of work available, and includes discussion of short-term vs. long-term job aspirations; Unit 3 includes a field trip to a local employer, with an opportunity to observe job activities and ask questions; Unit 4 includes instruction on job search and application processes; Unit 5 focuses on interview skills, including cultural norms, dress and hygiene; Unit 6 features job interview role-plays, demonstrations, and discussions with a visiting employer; Unit 7 describes workplace compensation and safety, job training routines, and transportation responsibility and options; Unit 8 details the keys to keeping a job and handling work problems.

Clients who are not employed by the completion of this first course are moved into an advanced class, also eight hours in duration, that goes into more detail about employment – such as how to keep a job, taxes and employee benefits, losing/changing jobs, managing more than one job, transportation for work and driving in Virginia, upward mobility and career advancement. This advanced class is more “hands on” and utilizes techniques such as situational role plays that give clients the chance to practice handling a range of common job-related issues.

During the advanced class, former clients who have found employment are invited to share their experiences, offering tips and encouragement for paths toward self-sufficiency.

While attending job and English classes, clients also meet regularly with employment specialists to pursue individualized job searches. Employment specialists help clients complete applications, develop resumes, collect references, and gain extensive practice and coaching in interview skills. Employment specialists introduce clients to local employers to inquire about job openings, schedule interviews, and provide interpreters and transportation to job interviews. They follow up on job applications and interviews in person, on the phone, or by email.

When a client is hired, employment specialists facilitate new hire paperwork, job orientation, on-the-job training, work transportation options, and make referrals for child care if needed. For group hires at vineyards and resorts that lie beyond the bus routes, the IRC works with JAUNT and private providers to coordinate transportation for clients.

When a client has attended his or her first day of paid work, their employment specialist reviews detailed information about job position, hours, pay, and benefits. Within the first two weeks of the client's job, and again after thirty and ninety days, the employment specialist speaks with the client and/or the employer about how the job placement is going, identifies any issues, provides further job counseling, and plans the appropriate follow-up if necessary. For instance, a hotel housekeeper struggling to understand the English-language room checklist might be given a photo album to use as a visual aid, or an experienced farm worker might be provided with a donated car so that he can provide group transportation to work.

To help refugee clients advance beyond entry-level work, the IRC employment program offers ongoing career and budget counseling, resume assistance, assistance in securing vocational certificates and training, microenterprise support, tax preparation assistance, and

financial literacy training. For clients who keep their first job for one year, the IRC offers job upgrade services provided in the context of a revised comprehensive resettlement plan.

Community outreach on behalf of refugee clients is integrated into the IRC employment program throughout the year. Employment specialists, together with the employment supervisor, make “cold calls” to potential new employers, distribute printed materials on IRC employment services, deliver PowerPoint presentations to community and business groups, and execute an annual employer recognition event. IRC employment staff also attends meetings and maintains informal contacts with representatives of local business groups such as the Virginia Employment Commission Rural Services, Virginia Workforce Network, Charlottesville Community Job Fair, Charlottesville Regional Chamber of Commerce, and the Charlottesville Business Exchange.

To ensure they are maximizing client services, IRC employment staff engages regularly with colleagues in other IRC offices to share best practices and resources through an established Community of Practice. Employment staff members receive professional training as well through the IRC network and RefugeeWorks, the National Center for Refugee Employment and Self-Sufficiency. Employment staff also participates in peer learning opportunities facilitated by the Virginia Department of Social Services Office of Newcomer Services.

English Language Training

Research has shown that access to immediate English instruction accelerates refugees’ integration into the community, strengthens cross-cultural communication, and improves employability. IRC case workers and employment specialists continually stress English learning as an integral part of employment success and a critical step in achieving self-sufficiency. The IRC, in collaboration with the Adult Learning Center of the Charlottesville City Schools (ALC), provides adult refugees with immediate, intensive daily English instruction from their first day of

arrival. Every weekday morning for two hours, adult refugees from many different backgrounds and languages gather at the IRC classroom to learn how to identify U.S. currency, pay for bus fare and groceries, understand the days of the week and times of day, recognize the alphabet, and spell their names.

The IRC English class instruction is delivered by a certified ESL instructor with 10 years' experience teaching English to refugees in Charlottesville. The curriculum is based on best practices of English instruction for refugees, and includes a range of task-based and role-play activities drawn from various teaching approaches including Community Language Learning (CLL), Suggestopedia, Silent Way, Audio Lingual Method (ALM), Total Physical Response (TPR), and Natural Approach.

The 13-week ELT curriculum for newly arriving refugees includes units on personal greetings, alphabet, numbers and counting, name and address, telling time, identifying and counting currency, grocery shopping, asking for directions, describing health symptoms, and using the telephone. All lessons are delivered in the context of refugee clients' needs for "survival" English with a particular emphasis on terminology needed for seeking and maintaining employment.

Attendance in English class is required for all IRC employment clients, and achievement is measured periodically through the widely-used Comprehensive Adult Student Assessment Systems (CASAS). Clients attend the IRC English class daily until they become eligible to enroll in ALC classes, an average wait of three months. Because refugees are continually arriving, IRC English classes are offered in a recurring 13-week cycle.

To reinforce classroom English learning and promote basic language competency, refugee clients with very limited or no English may be matched with volunteer tutors who are

recruited and trained by the IRC to provide regularly scheduled in-home tutoring twice a week for a minimum of six months. IRC tutors provide English language lessons focused on improving the client's employability by building practical vocabulary and cultural familiarity. The IRC also refers clients who have some English but need further training to a community partner, Literacy Volunteers of Charlottesville Albemarle (LVCA), which provides free one-on-one tutoring and computer-based English learning.

For the past decade, the IRC English class has been taught by certified ESL instructor Heidi Gordon. Ms. Gordon, who serves on the ALC faculty and co-coordinates Charlottesville's Festival of Cultures, holds a Master of Arts in Teaching English as a Second Language from the School for International Training in Brattleboro, Vermont. She has taught English to non-native speakers in Malaysia, Japan, the Philippines and Mexico and has a working knowledge of five European and Asian languages. Since beginning as the IRC English instructor in March 2002, she has taught English to approximately 600 refugees from a variety of cultures and languages.

Outcomes and Performance Measures: IRC proposes the goal of serving 150 unduplicated individuals with employment services during the service period. Of the 150 individuals, at least 120 will be placed into employment, with a minimum of 85 placements being full time; 60 placements will offer access to health benefits within 90 days of employment. IRC expects the average wage of all those employed to be \$9.25 per hour and that at least 75% of individuals placed into employment will still be employed at 90 days after the initial placement. IRC's outcome goal of 10 terminations from Refugee Cash Assistance due to earnings from employment is minimal since the majority of households are enrolled in TANF or the Matching Grant program. All refugees receiving employment services are assessed for ELT using the

CASAS assessment tool, and 50% of those receiving ELT services will complete one level of the curriculum. IRC will meet the following performance standards.

Employment Performance Standards

1. Number of job placements

| Indicator (Outcome Goal) | Performance Standard |
|---|----------------------|
| One hundred and twenty (120) refugees of the one hundred and fifty (150) enrolled in employment services are placed in a job. | Minimum of 80% |

2. Wage at Full-time Initial Job Placement

| Indicator (Outcome Goal) | Performance Standard |
|---|---|
| Average wage of FT placements at \$9.25 per hour. | Average of all FT placements \$9.15 for Outside Northern Virginia |

3. Public Assistance Terminations

| Indicator (Outcome Goal) | Performance Standard |
|---|--|
| Ten (10) work-eligible individuals receiving Refugee Cash Assistance (RCA) are able to leave RCA due to placement in a job. | 75% of RCA enrollees terminated from RCA within (4) months due to employment |

4. Full Time Jobs with Health Benefits

| Indicator (Outcome Goal) | Performance Standard |
|---|---|
| Sixty (60) full-time placements in which the employee is offered health benefits within 6 months of employment. | 70% of all full-time placements offer health benefits |

5. Number of Job Placements in which the Employee is Employed at Any Job on the 90th Day

| Indicator (Outcome Goal) | Performance Standard |
|---|-----------------------|
| Ninety (90) job placements in which the employee is employed at any job after 90 days | 75% of all placements |

English Language Training (ELT) Performance Standards

1. ELT/ESL Assessment

| Performance Indicator | Performance Standard |
|---|--|
| One hundred and fifty (150) refugees enrolled in employment services are assessed by CASAS. | 100% of all RSS recipients enrolled in employment services will be assessed using a state or nationally recognized/accredited ELT assessment tool. |

2. Enrolled in ELT/ESL formal training

| Performance Indicator | Performance Standard |
|--|---|
| Seventy-five (75) refugees enrolled in employment services and ELT training will complete at least one level of the accredited curriculum. | 50% of all refugees enrolled in employment services and enrolled in a state or nationally recognized or accredited ELT/ESL training must successfully complete, at least, one level of the accredited curriculum. |

Staff Qualifications: IRC Charlottesville draws on the skills of a uniquely qualified staff, several of whom have served the agency for 10 years or more. IRC has enjoyed an extremely low rate of staff turnover during the past few years; no staff providing RSS services has left during the past two years and those with less experience are new additions to the team. All casework and employment staff have attended national trainings and received regular, ongoing retraining as required by IRC national requirements. IRC's casework team includes an Iraqi casework assistant, a Burmese caseworker, a Bhutanese interpreter, and an employment specialist from Bosnia who was a member of the first family ever resettled by the agency in 1998. Other staff members have extensive cross-cultural experience, having studied or worked abroad in countries such as Kenya and Congo. Staff members draw upon the expertise and assistance of participants in the IRC's Interpreter Services program, ensuring that interactions with clients occur in a linguistically and culturally appropriate environment. In 2012 IRC created a staff position for a Nepali language interpreter to support the growing number of Bhutanese families. The Nepali

interpreter participates in case management and other team meetings to provide information and cultural perspective to staff members working with the Bhutanese community.

IRC supplements its professional staff with approximately 100 trained and qualified interns and volunteers annually. Of particular import to the RSS program are casework and employment interns and volunteer ELT tutors who work directly with individual refugees. Please refer to Attachment 6 for a description of IRC's training and usage of volunteers to support these programs.

Data management: Detailed documentation of all client services are maintained in hard copy case files; IRC's database, the Refugee Resettlement System (RRS); and the Virginia Newcomer Information System (VNIS) in accordance with federal and state record-keeping and reporting requirements. Data includes case notes on all client interactions, job and English class attendance, language achievement gains, employment needs and barriers, job placements including wages and benefits, and confirmation of official notices regarding program enrollments and benefits. The case management team contributes to the same client case files with data entry into VNIS controlled through a single trained staff member, IRC's logistics coordinator. The logistics coordinator also participates in the statewide VNIS user's group that provides feedback on user experience and explores options for data system improvements.

Evaluation: IRC has in place extensive evaluation methodologies for all programs at both the local and national levels. Information on case management and employment services for resettled refugee cases is managed through IRC's proprietary database, the Refugee Resettlement System (RRS). Data collected in RRS includes not only basic case information such as arrival date, client contact details, but also case notes, job placements, and employer contact information. RRS reporting functions are used for monitoring R&P and Matching Grant

programs as well as job placements and employer data. Data drawn from RRS informs and verifies information entered into VNIS.

IRC's vertical structure provides for supervision and monitoring of the local office by national headquarters. IRC's caseworkers and employment specialists are each members of a team reporting to a local program manager such as the manager of resettlement services and the employment supervisor. Each of these program managers regularly reviews case notes of services provided by his or her team members, and again reviews the entire case file at critical junctures in service provision to ensure the presence of required documentation, including eligibility documents and proof of services provided such as job placement details and wage verification forms. Program managers report findings to the executive director who in turn reports to a regional director at IRC's national office. IRC headquarters staff routinely monitors critical elements of service delivery such as employment and self-sufficiency rates to ensure key outcome goals are met. The IRC in Charlottesville is visited at least once a year by a national staff member who reviews operations; the office is formally monitored by national staff at least every three years. The office's financial transactions are closely monitored on a monthly basis by controllers and financial officers at headquarters. The finance manager and executive director review grant compliance and budget vs. actual expenditures on a monthly basis.

The methods for monitoring services and outcomes include:

- Supervisor-level review of case notes to verify service provision and timeliness.
- Monthly reports on job placements from RRS and VNIS including details on employers, wages, and benefits with review of current outcomes vs. benchmarks and goals.

- Monthly reports on ELT enrollment and attendance as reported by the instructor and recorded in VNIS, and student progress based on CASAS testing with review of current outcomes vs. performance standards.
- Weekly case management meetings attended by case management, employment, family support and volunteer services staff at which each active case is discussed to verify that services are on track for early self-sufficiency.
- Weekly team meetings for case management, employment, and family support staff, and a weekly leadership team meeting for the program managers of each of these areas along with the community relations coordinator, the finance director, and the executive director to review team progress towards goals and troubleshoot emerging issues.

IRC Charlottesville seeks feedback regarding its services from clients and the community. A new Employer Advisory Board, a formal channel of seeking input from valued community partners, will hold its initial meeting early in FY13. IRC engages volunteers through the community relations coordinator, who also handles questions and concerns voiced about volunteers from the clients served and the community. To monitor and evaluate service delivery, IRC conducts client surveys, such as was recently completed to assess IRC's services provided to elderly clients and caretakers (adults caring for preschool age children or relatives with disabilities). The family support coordinator leads support groups for new arrivals as part of IRC's mental health programming. Concerns about resettlement, employment, and other services provided are voiced in this forum and reported back to staff as appropriate for further action. Finally, IRC adheres to a rigorous internal staff performance system. Each employee's work is measured against annual goals, with salary increases based on performance. Employees who fail to meet expectations must document improvement or risk termination.

BUDGET SUMMARY - DSS FUNDSRSS X TAP

CONTRACT PERIOD: FROM 10/01/2012 TO 9/30/2013 CONTRACTOR NAME: International Rescue Committee, Inc.

| BUDGET CATEGORY | JUSTIFICATION (How costs were determined) | TOTAL DSS REQUEST |
|-------------------------------------|---|----------------------|
| SALARIES | See Personnel Detail (Attachment B2) | \$141,172 |
| EMP. BENEFITS | See Personnel Detail (Attachment B2) | \$39,528 |
| POSTAGE | 16% of total general office expenditures for postage | \$230 |
| RENT & UTILITIES | 16% of total general office expenditures for office space rent, facility upkeep, utilities, and telecommunication services | \$16,982 |
| EQUIPMENT | | \$0 |
| PRINTING | 16% of total general office expenditures for printing | \$40 |
| CONSUMABLE SUPPLIES | 16% of total general office expenditures for office supplies (including copy paper, notepads, printer ink, etc) and computer software purchases/maintenance | \$1,939 |
| TRAVEL | | \$1,973 |
| Insurance + Sundry | 16% of total general office expenditures for office related insurance, bank charges, and office related property taxes | \$1,613 |
| Professional Fees | See Itemized Budget for Details (Attachment B3) | \$15,000 |
| English Language Training | See Itemized Budget for Details (Attachment B3) | \$10,000 |
| Indirect Cost Recovery | See Itemized Budget for Details (Attachment B3) | \$21,523 |
| TOTAL REQUESTED FROM DSS | | \$250,000 |

ITEMIZED BUDGET - SALARIES AND EMPLOYEE BENEFITS **RSS** X **TAP** _____
FROM 10/01/2012 TO 9/30/2013 **CONTRACTOR NAME: International Rescue Committee, Inc.**

| SALARIES | HOURS PER WEEK | % OF TIME ON PROJECT | ANNUAL SALARY | AMOUNT REQUESTED FROM DSS |
|---|-----------------------|-----------------------------|----------------------|----------------------------------|
| STAFF POSITION | | | | |
| 1. Employment Specialist (1) | 20.5 | 55% | \$29,855 | \$16,421 |
| 2. Employment Specialist (2) | 20.5 | 55% | \$33,216 | \$18,269 |
| 3. Employment Supervisor | 11.25 | 30% | \$38,672 | \$11,603 |
| 4. Community Relations Coordinator | 8 | 21% | \$53,319 | \$11,197 |
| 5. Assistant Case Worker | 13 | 35% | \$28,463 | \$9,962 |
| 6. Case Worker (1) | 11.25 | 30% | \$31,048 | \$9,313 |
| TOTAL SALARIES REQUESTED FROM DSS (total of page 1 only) | ----- | ----- | ----- | \$76,765 |

EMPLOYEE BENEFITS

| NAME OF BENEFIT | STAFF POSITION (# ABOVE) | % OR RATE | ANNUAL COST | AMOUNT REQUESTED FROM DSS |
|--|---------------------------------|------------------|--------------------|----------------------------------|
| FICA – 4.46% | 1 | 28% | \$8,359 | \$4,598 |
| PENSION/RETIREMENT – 6.51% | 2 | 28% | \$9,300 | \$5,115 |
| HEALTH INSURANCE – 10.24% | 3 | 28% | \$10,828 | \$3,248 |
| WORKER'S COMPENSATION – 1.06% | 4 | 28% | \$9,797 | \$3,135 |
| UNEMPLOYMENT – 0% | 5 | 28% | \$7,970 | \$2,789 |
| OTHER (SPECIFY) – 5.73% | 6 | 28% | \$8,693 | \$2,608 |
| TOTAL EMPLOYEE BENEFITS REQUESTED FROM DSS (total of page 1 only) | ----- | ----- | ----- | \$21,493 |

ITEMIZED BUDGET - SALARIES AND EMPLOYEE BENEFITS **RSS** X **TAP** _____
FROM 10/01/2012 TO 9/30/2013 **CONTRACTOR NAME: International Rescue Committee, Inc.**

| SALARIES | HOURS PER WEEK | % OF TIME ON PROJECT | ANNUAL SALARY | AMOUNT REQUESTED FROM DSS |
|--|-----------------------|-----------------------------|----------------------|----------------------------------|
| STAFF POSITION | | | | |
| 7. Case Worker (2) | 11.25 | 30% | \$30,969 | \$9,292 |
| 8. Manager, Resettlement Services | 9.5 | 30% | \$45,266 | \$13,579 |
| 9. Logistics Coordinator | 11.25 | 30% | \$31,128 | \$9,338 |
| 10. Nepali Interpreter | 5 | 14% | \$26,529 | \$3,714 |
| 11. Executive Director | 6 | 16% | \$79,479 | \$12,716 |
| 12. Finance Manager | 6 | 16% | \$42,616 | \$6,818 |
| TOTAL SALARIES REQUESTED FROM DSS (total of page 2 only) | ----- | ----- | ----- | \$55,457 |

EMPLOYEE BENEFITS

| NAME OF BENEFIT | STAFF POSITION (# ABOVE) | % OR RATE | ANNUAL COST | AMOUNT REQUESTED FROM DSS |
|---|---------------------------------|------------------|--------------------|----------------------------------|
| FICA – 4.46% | 7 | 28% | \$8,671 | \$2,602 |
| PENSION/RETIREMENT – 6.51% | 8 | 28% | \$12,674 | \$3,802 |
| HEALTH INSURANCE – 10.24% | 9 | 28% | \$8,716 | \$2,615 |
| WORKER'S COMPENSATION – 1.06% | 10 | 28% | \$4,158 | \$1,040 |
| UNEMPLOYMENT – 0% | 11 | 28% | \$22,254 | \$3,561 |
| OTHER (SPECIFY) – 5.73% | 12 | 28% | \$11,932 | \$1,909 |
| TOTAL EMPLOYEE BENEFITS REQUESTED FROM DSS (total of page 2 only) | ----- | ----- | ----- | \$15,529 |

ITEMIZED BUDGET - SALARIES AND EMPLOYEE BENEFITS **RSS** X **TAP**

FROM 10/01/2012 TO 9/30/2013

CONTRACTOR NAME: International Rescue Committee, Inc.

| SALARIES | HOURS PER WEEK | % OF TIME ON PROJECT | ANNUAL SALARY | AMOUNT REQUESTED FROM DSS |
|---|----------------|----------------------|---------------|---------------------------|
| STAFF POSITION | | | | |
| 13. Office Manager/Receptionist | 1. | 3% | \$27,369 | \$821 |
| 14. Family Support Coordinator | 5.5 | 15% | \$54,198 | \$8,129 |
| | | | | |
| | | | | |
| | | | | |
| TOTAL SALARIES REQUESTED FROM DSS (total of page 3 only) | ----- | ----- | ----- | \$8,950 |

EMPLOYEE BENEFITS

| NAME OF BENEFIT | STAFF POSITION (# ABOVE) | % OR RATE | ANNUAL COST | AMOUNT REQUESTED FROM DSS |
|--|--------------------------|-----------|-------------|---------------------------|
| FICA – 4.46% | 13. | 28% | \$15,175 | \$2,276 |
| PENSION/RETIREMENT – 6.51% | 14. | 28% | \$7,663 | \$230 |
| HEALTH INSURANCE – 10.24% | | | | |
| WORKER'S COMPENSATION – 1.06% | | | | |
| UNEMPLOYMENT – 0% | | | | |
| OTHER (SPECIFY) – 5.73% | | | | |
| TOTAL EMPLOYEE BENEFITS REQUESTED FROM DSS (total of page 3 only) | ----- | ----- | ----- | \$2,506 |

ATTACHMENT B 3

ITEMIZED BUDGET - OTHER PROPOSED EXPENSES RSS X TAP CONTRACT PERIOD: FROM 10/01/2012 TO 09/30/2013 CONTRACTOR NAME: International Rescue Committee, Inc.

| LINE ITEM | JUSTIFICATION (How costs were determined) | PROPOSED DSS FUNDS |
|---------------------------------|---|--------------------|
| POSTAGE TOTAL | | \$230 |
| Administrative | 16% of total general office expenditures for postage expensive | \$230 |
| Program | | |
| RENT AND UTILITIES TOTAL | | \$16,982 |
| Rent | 16% of total general office expenditures for rent expense | \$13,286 |
| Utilities | 16% of total general office expenditures for utility expenses | \$1,718 |
| Telephone | 16% of total general office expenditures for telephone expenses | \$1,978 |
| EQUIPMENT TOTAL | | \$0 |
| Equipment Purchase | | |
| Equipment Rental | | |
| PRINTING TOTAL | | \$40 |
| Administrative | 16% of total general office expenditures for printing expenses | \$40 |
| Program | | |

ATTACHMENT B 3

| | | |
|----------------------------------|---|----------------|
| CONSUMABLE SUPPLIES TOTAL | | \$1,939 |
| Office | 16% of total general office expenditures consumable office supplies | \$1,939 |
| Program | | |

ITEMIZED BUDGET - OTHER PROPOSED EXPENSES

CONTRACT PERIOD: FROM 10/010/2012 TO 9/30/2013

| LINE ITEM | JUSTIFICATION (How costs were determined) | PROPOSED DSS FUNDS |
|----------------------------------|--|--------------------|
| TRAVEL TOTAL | Based on FY12 expectations plus additional Employment Specialist | \$1,973 |
| Administrative | | |
| Program | 296.2 miles per month at a rate of \$.555 per mile for 12 months | \$1,973 |
| OTHER TOTAL | | \$48,136 |
| Insurance | 16% of total general office expenditures for insurance expenses | \$1,114 |
| Sundry | 16% of total general office expenditures for sundry expenses | \$499 |
| Professional Fees (interpreters) | 62.5 hours of interpretation per month at \$20 per hour for 12 months. | \$15,000 |
| Client Fund | | |
| English Language Training | Four (13 week) sessions at \$2,500 per session | \$10,000 |
| Indirect Cost Recovery | ICR expenses are computed at 9.42% of direct | \$21,523 |

ATTACHMENT B 3

| | | |
|-----------------|---|--|
| | program charges except non-expendable property over \$5,000 and sub-grant expenses over \$25,000 per sub-award. This consists of 7.77% to cover a portion of IRC's headquarters administrative costs including personnel, occupancy, and utilities; 0.72% for audit cost and 0.93% USG Compliance Unit. ICR rates are provisional per the Negotiated Indirect Cost Recovery Rate with IRC's cognizant federal agency, United States Agency for International Development. | |
| Other (specify) | | |

TOTAL AMOUNT REQUESTED FROM DSS: \$ 69,300

Budget Narrative

| | |
|------------------------------------|-------------------|
| a. SALARIES | \$ 141,172 |
| b. EMP. BENEFITS | \$ 39,528 |
| c. POSTAGE | \$ 230 |
| d. RENT & UTILITIES | \$ 16,982 |
| e. EQUIPMENT | \$ - |
| f. PRINTING | \$ 40 |
| g. CONSUMABLE SUPPLIES | \$ 1,939 |
| h. TRAVEL | \$ 1,973 |
| i. INSURANCE & SUNDRY | \$ 1,613 |
| j. PROFESSIONAL SERVICES | \$ 15,000 |
| k. ENGLISH LANGUAGE TRAINING | \$ 10,000 |
| l. INDIRECT COST RECOVERY | \$ 21,523 |
| m. TOTAL REQUESTED FROM DSS | \$ 250,000 |

The International Rescue Committee, Inc. requests \$250,000 in RSS funding from the Office of Newcomer Services for services to refugees in FY2013. At this level, slightly below the \$253,640 received in FY2012, IRC commits to maintaining the same level of service, with no reduction in refugees served for employment and ELT, as in the current year.

- a) Salary expenses include .55 FTE Employment Specialist at an annual base salary of \$29,855, or \$16,421; .55 FTE Employment Specialist at an annual base salary of \$33,216, or \$18,269; .30 FTE Employment Supervisor at an annual base salary of \$38,672, or \$11,603; .21 FTE Community Relations Coordinator at an annual base salary of \$53,319, or \$11,197; .35 FTE Assistant Case Worker at an annual base salary of \$28,463, or \$9,962; .30 FTE Case Worker at an annual base salary of \$31,048, or \$9,313; .30 FTE Case Worker at an annual base salary of \$30,969, or \$9,292; .30 FTE Manager, Resettlement Services at an annual base salary of \$45,266, or \$13,579; .30 FTE Logistics Coordinator at an annual base salary of \$31,128, or \$9,338; .14 FTE Nepali Interpreter at an annual base salary of \$26,529, or \$3,714; .16 FTE Executive Director at an annual

base salary of \$79,479, or \$12,716; .16 FTE Finance Manager at an annual base salary of \$42,616, or \$6,818; .03 FTE Office Manager/Receptionist at an annual base salary of \$27,369, or \$821; and .15 FTE Family Support Coordinator at an annual base salary of \$54,198, or \$8,129. **Total Salaries: \$141,172.**

- b) Employee Benefits are calculated using the following percentages: Medical and dental benefits 10.24%; FICA 4.46%; Medicare 1.08%, Employee retirement plan 6.51%; Workers compensation 1.06%; Life and AD&D 1.16%; and other insurance and benefits 3.49%. The total IRC network benefits rate for eligible full time salaries is 28%. **Total Fringe Benefits: \$39,528.**
- c) Postage expenses have been calculated at 16% of total general office expenditures, which amounts to \$19.20 per month for 12 months, or \$230. **Total Postage: \$230.**
- d) Rent & Utilities have been calculated at 16% of total general office expenditures, which amounts to office rent and facilities maintenance at \$1,250.40 per month for 12 months, or \$15,004; and telecommunications at \$164.80 per month for 12 months, or \$1,978. **Total Rent & Utilities: \$16,982.**
- e) Equipment. No expenses.
- f) Printing expenses have been calculated at 16% of total general office expenditures, which amounts to \$3.36 per month for 12 months, or \$40. **Total Printing: \$40.**
- g) Consumable Supplies expenses have been calculated at 16% of total general office expenditures, including program supplies and materials, paper, pens, pencils, notebooks, file folders, binders, labels, paper clips, tape and toner, calculated at \$104 per month for 12 months, or \$480 and computer software purchases/maintenance at \$57.60 per month for 12 months, or \$691. **Total Consumable Supplies: \$1,939.**

- h) Travel expenses include the cost of program staff in-state travel estimated at 296.2 miles a month at a rate of \$.555 per mile for 12 months, or \$1,973. **Total Travel: \$1,973.**
- i) Insurance & Sundry expenses have been calculated at 16% of total general office expenditures, which includes insurance costs of \$92.80 per month for 12 months, or \$1,114 and sundry expenses at \$41.60 per month for 12 months, or \$499. **Total Insurance & Sundry: \$1,613.**
- j) Professional Services include the cost of contract interpreters to provide professional interpretation as needed for all services provided under the Virginia Refugee Resettlement Program. Interpreters will provide 62.5 hours of interpretation a month at \$20 per hour for 12 months, or \$15,000. **Total Professional Services: \$15,000.**
- k) English Language Training expenses include the cost for four (13 week) sessions at \$2,500 per session, or \$10,000. ELT expenses exceeding \$10,000 will be covered by privately raised funding. **Total English Language Training: \$10,000.**
- l) Indirect Cost Recovery have been computed at 9.42% of direct program charges except non-expendable property over \$5,000 and sub-grant expenses over \$25,000 per sub-award. This consists of 7.77% to cover a portion of IRC's headquarters administrative costs including personnel, occupancy, and utilities; 0.72% for audit cost and 0.93% USG Compliance Unit. ICR rates are provisional per the Negotiated Indirect Cost Recovery Rate with IRC's cognizant federal agency, United States Agency for International Development. **Total Indirect Cost Recovery: \$21,523.**
- m) **Total Requested from DSS: \$250,000**

ATTACHMENT A



VIRGINIA OFFICE OF NEWCOMER SERVICES

PROPOSED PERFORMANCE GOALS

EMPLOYMENT

NAME OF APPLICANT: INTERNATIONAL RESCUE COMMITTEE, INC.

PROGRAM: RSS

PERIOD: October 1, 2012 – September 30, 2013

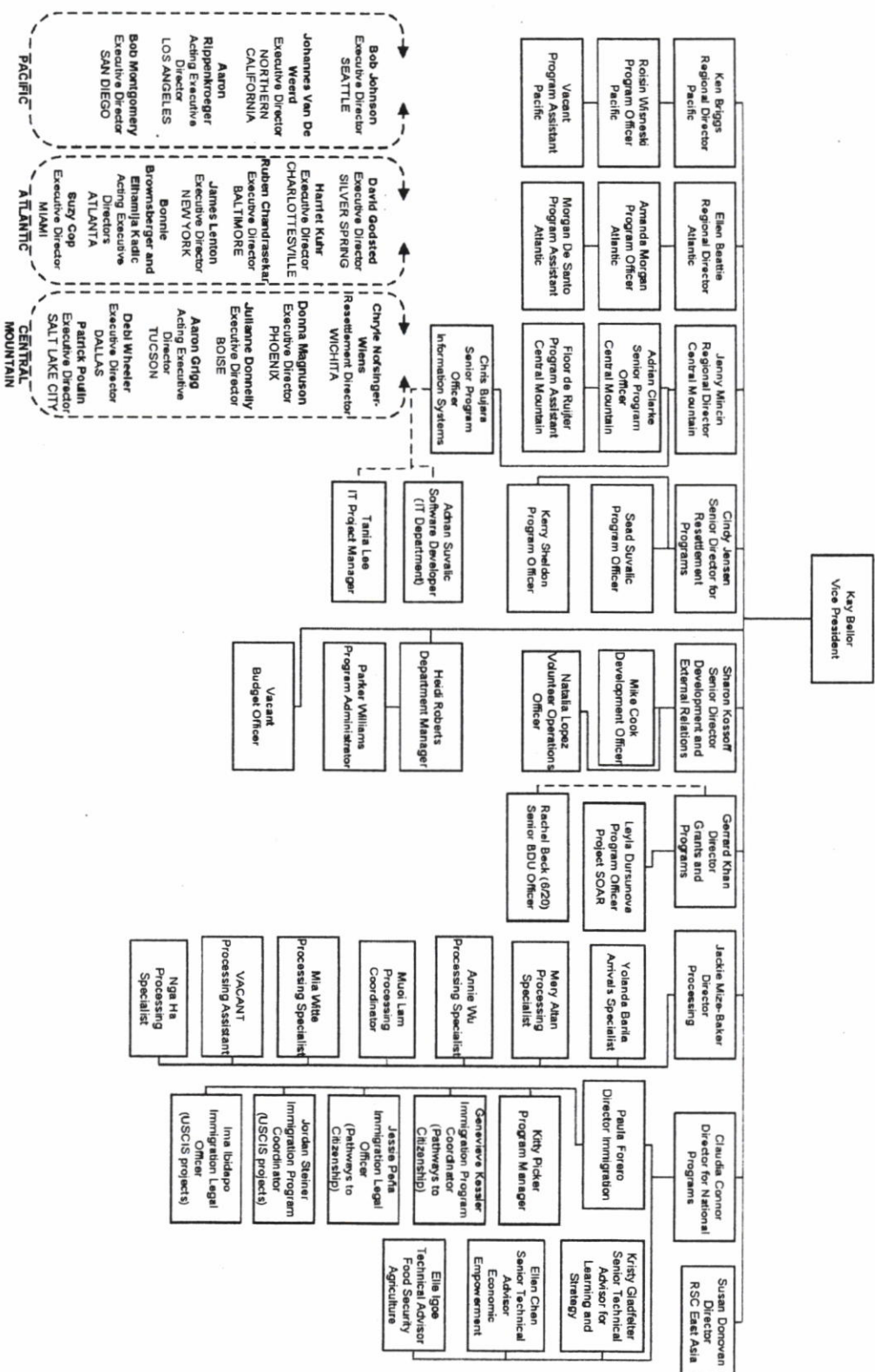
PROPOSED FUNDING: \$250,000

| | |
|--|---------------|
| Unduplicated number of persons to be served with employment services | <u>150</u> |
| Number of all job placements | <u>120</u> |
| Number of full time job placements | <u>85</u> |
| Refugee Cash Assistance terminations due to earnings through job placements | <u>10</u> |
| Average hourly wage of all job placements | <u>\$9.25</u> |
| Number of full time job placements that offer health benefits within 90 days after employment | <u>60</u> |
| Number of jobs in which client placed is still employed 90 days after placement (Employment Retention) | <u>90</u> |

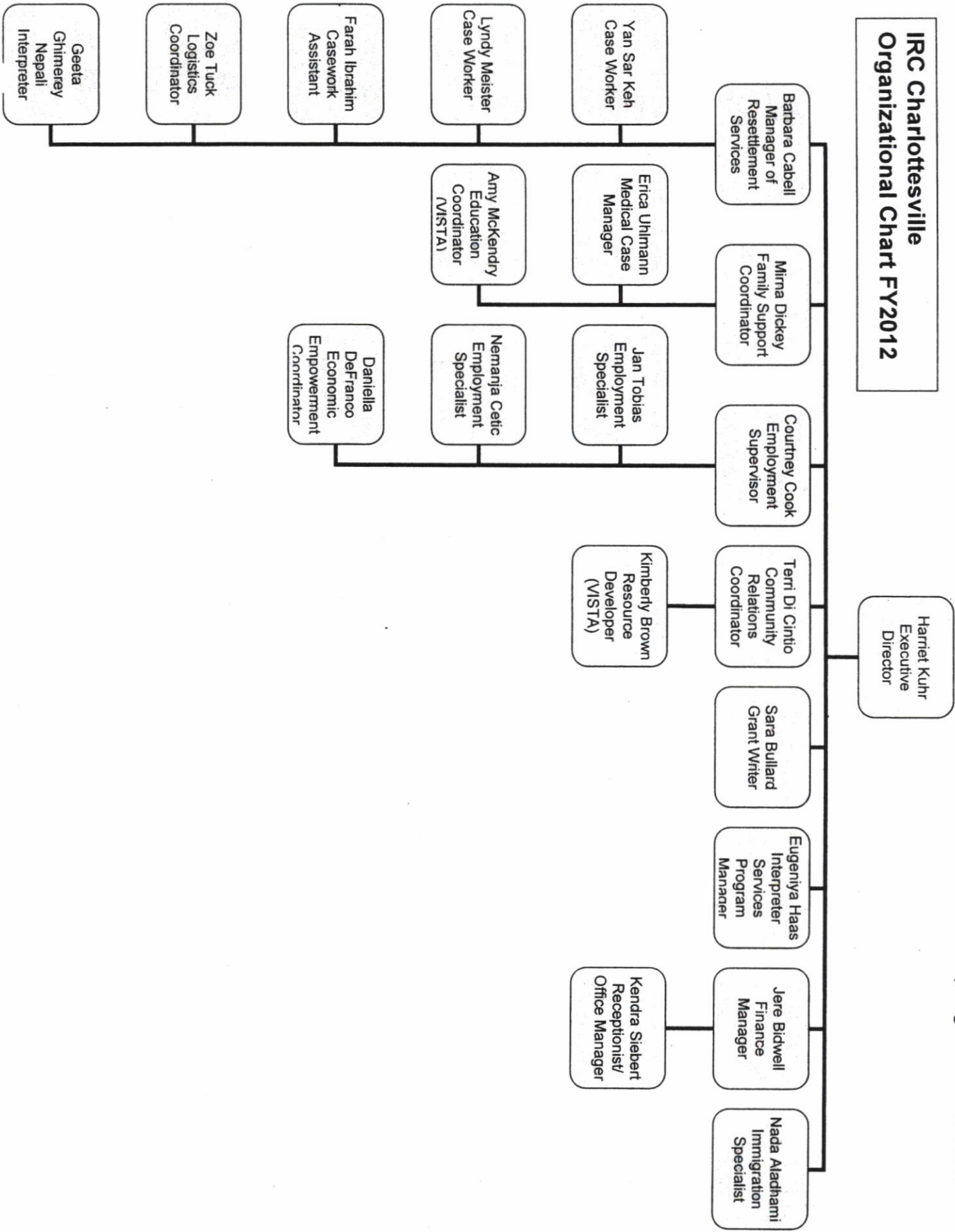
Attachments in this section include:

1. Agency organizational chart
2. Board of Directors, and IRC Headquarters Staff Leadership
3. Fiscal Letter

IRC US Programs Organizational Chart
June 8 2012



1) Organizational Chart





IRC Board of Directors

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Senior Fellow, The Century Foundation and President Emeritus, Carnegie Endowment for International Peace

Simin Allison

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Partner, Cleary Gottlieb, Steen and Hamilton

Cliff S. Asness
Managing and Founding Partner, AQR Capital Management

Christoph Becker
Global Chief Creative Officer, Gyro HSR

Mary M. Boies
Partner, Boies & McNnis

Andrew Brimmer
Partner, Joele Frank, Wilkinson, Brimmer, Katcher

Glenda K. Burkhardt
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General Management Consultant

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Carl E. and Catherine M. Heidt Professor of Finance at the Tuck School of Business at Dartmouth College

Christopher Gardner
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Volunteer, International Rescue Committee

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President and Vice-Chairman, Kissinger Associates

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Co-Chair of IRC UK Board

Sarah O'Hagan

Co-Chair, Board of Directors

Scott Pelley

Co-Chairs, IRC Overseers

Correspondent, CBS News/60 Minutes

Andrew Robertson

President and Chief Executive Officer, BBDO Worldwide

Gideon Rose

Managing Editor, Foreign Affairs

George Rupp

President and CEO, International Rescue Committee

2) List of Current Board Members

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Co-Chairs, Board of Directors
Executive Vice President, American Express Company

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Co-Director, Harvard Humanitarian Initiative, Harvard University

Leah Zell Wanger
Principal, Lizard Investors, LLC

Josh Weston
Honorary Chairman, ADP

William T. Winters

Tracy Wolstencroft
Treasurer

Please note that the International Rescue Committee does not release the personal addresses of the Board of Directors. Please send all correspondence to the President's Office, International Rescue Committee, 122 East 42nd Street, 10168. All phone enquiries can be directed to the President's Office at 212-551-3000.



IRC Staff Leadership

Headquarters - New York

George Rupp
President and CEO

George Biddle
Executive Vice President

Patricia Long
Vice President, Chief Financial Officer

Carrie Simon
General Counsel

John Keys
Senior Vice President, International
Programs

Carrie Ross Welch
Senior Vice President, External Relations

Kay Bellor
Vice President, US Programs

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Robert Carey
Vice President, Resettlement and Migration
Policy

Sue Dwyer
Vice President, Programs

Michael Kocher
Vice President, International Programs

Susan Kotcher
Vice President, Development

Ellen O'Connell
Vice President, Administration and Board
Relations



International Rescue Committee

122 East 42nd Street
New York, NY 10168-1289
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President and
Chief Executive Officer

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Vincent A. Mai
John Makinson
Lucretia Martin
Roberto Martinez
Roman Martinez IV
Kati Marton
Jay Mazur
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H. Peter Stern
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Georgia Travers
Liv Ullmann
William J. vanden Heuvel
Ronald J. Waldman, M.D.
Rhonda Weingarten
Edwin J. Wesley
Anne Whitehead
John C. Whitehead
Elie Wiesel
Jonathan L. Wiesner
James D. Wolfensohn

June 21, 2012

Commonwealth of Virginia
Department of Social Services
Office of Newcomer Services
801 East Main Street, 15th Floor
Richmond, VA 23219-2901

To Whom It May Concern:

In reference to Funding Opportunity #CVS-12-089, in the amount of \$250,000, from the Office of Newcomer Services, Virginia Department of Social Services, the International Rescue Committee, Inc. (IRC) states we are financially solvent.

IRC possesses the financial resources to carry out the activities outlined in the proposal and understands the state cost reimbursement payment mechanism. As of September 30, 2011, IRC's net assets were \$129 million and cash balances were \$32 million.

Should you have any questions or require any additional information, please do not hesitate to contact me at (212) 551-2914, or alternatively, danusia.dzierzbinski@rescue.org.

Sincerely,

Danusia Dzierzbinski
Controller

Attachments in this section include:

4. Letters of Support

City of Charlottesville Department of Social Services

Piedmont Housing Alliance

Adult Learning Center of the Charlottesville City Schools

Jefferson Area CHIP

Albemarle County Department of Social Services

Charlottesville/Albemarle Health Department

JAUNT

Legal Aid Justice Center

Charlottesville Abundant Life Ministries

Charlottesville Free Clinic

United Way

University of Virginia International Family Medicine

Charlottesville City Schools

Virginia Employment Commission

CITY OF CHARLOTTESVILLE
Department of Social Services



City Hall Annex / 120 7th Street, N.E. Phone: (434) 970-3400
P.O. Box 911 Fax: (434) 970-3555
Charlottesville, VA 22902

Email: Dssfeedback@Charlottesville.org
Internet: www.charlottesville.org/socialservices

Kathy A. Cooper
State Refugee Coordinator
Director, Office of Newcomer Services
Virginia Department of Social Services
801 East Main Street
Richmond, VA 23219-2901

June 20, 2012

Dear Ms. Cooper:

The Charlottesville Department of Social Services (CDSS) is pleased to express support for the International Rescue Committee in Charlottesville (IRC) as they seek funding from the Office of Newcomer Services to provide services as part of the Virginia Refugee Resettlement Program. CDSS is familiar with the IRC and their work in resettling refugees in Charlottesville. Their dedication to serving refugees and asylees and experience in providing culturally and linguistically appropriate assistance make them uniquely qualified to work with this population in Charlottesville and Albemarle County.

The Virginia Refugee Resettlement Program can support IRC's work with refugees and asylees for up to five years after their arrival in the U.S. with a particular focus on English Language Training and Employment. CDSS applauds the IRC for ensuring that all newly arriving refugees have immediate access to English classes on-site as well as employment services and job readiness training with a goal of obtaining early employment and economic self-sufficiency. IRC's attention to these objectives along with the wealth of broader services they provide to support refugees' well-being and social integration help ensure the program's broad support in our community.

CDSS and IRC have a history of collaborative case work through joint case management, monthly case staffing meetings, quarterly joint staff meetings and ongoing job development and job retention efforts.

Please do not hesitate to contact me for more information as you consider this request.

Sincerely,

A handwritten signature in dark ink, appearing to read "Susan U. Moffett".

Susan U. Moffett, M.P.A.

Assistant Director

Charlottesville Department of Social Services

(434)970-3451



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HOUSING
ALLIANCE**

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Advisors

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Jeff Gaffney

Mark Giles

Cheri A. Lewis

Leigh B. Middleditch, Jr.

David J. Toscano

Gordon J. Walker

June 18, 2012

Kathy A. Cooper, State Refugee Coordinator
Director, Office of Newcomer Services
Virginia Department of Social Services
801 East Main Street
Richmond, VA 23219-2901

Dear Ms. Cooper:

I am pleased to offer my support to the International Rescue Committee in Charlottesville (IRC) as they seek funding from the Office of Newcomer Services to provide services as part of the Virginia Refugee Resettlement Program. My agency is familiar with the IRC and their work in resettling refugees in Charlottesville. Their dedication to serving refugees and asylees and experience in providing culturally and linguistically appropriate assistance make them uniquely qualified to work with this population in Charlottesville and Albemarle County.

I understand that the Virginia Refugee Resettlement Program can support IRC's work with refugees and asylees for up to five years after their arrival in the U.S. with a particular focus on English Language Training and Employment. I applaud the IRC for ensuring that all newly arriving refugees have immediate access to English classes on-site as well as employment services and job readiness training with a goal of obtaining early employment and economic self-sufficiency. IRC's attention to these objectives along with the wealth of broader services they provide to support refugees' well-being and social integration help ensure the program's broad support in our community.

Piedmont Housing Alliance has had a strong connection with the IRC for many years. PHA's mission is to create housing and community development opportunities for very low to moderate income families and individuals, teach financial literacy and management, homebuying and home ownership skills, and advocate for affordable housing policies and programs. PHA is a HUD-approved housing counseling agency and a U.S. Treasury-certified Community Development Financial Institution. We partner with the IRC to offer education sessions on financial literacy, renting tips, improving credit, buying a home, and fair housing rights. We also partner with the IRC for client referrals to our one-on-one housing counseling by certified housing counselors, and to our asset-building resources: the Virginia Individual Development Account Program (VIDA) and the Thomas Jefferson Community Workforce Housing Fund for downpayment assistance to make home ownership more affordable. PHA has a long-standing admiration for the quality of the IRC's services and the success of their clients.

Should I be able to further assist in the consideration of IRC's request for support, please do not hesitate to contact me at 434-817-2436 x 106. Thank you.

Sincerely,

Karen Reifenberger
Deputy Director

ADULT LEARNING CENTER

Charlottesville City Schools
935-A Second Street, SE
Charlottesville, VA 22902

SUSAN ERNO
Coordinator

(434) 245-2817
Fax (434) 245-2601
Email: Susan.Erno@ccs.k12.va.us

June 13, 2012

Kathy A. Cooper
State Refugee Coordinator
Director, Office of Newcomer Services
Virginia Department of Social Services
801 East Main Street
Richmond, VA 23219-2901

Dear Ms. Cooper:

I am pleased to offer my support to the International Rescue Committee in Charlottesville (IRC) as they seek funding from the Office of Newcomer Services to provide services as part of the Virginia Refugee Resettlement Program.

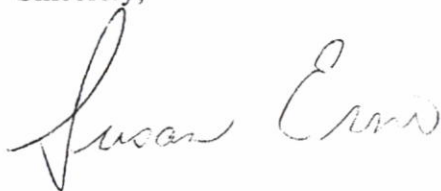
My agency is familiar with the IRC and their work in resettling refugees in Charlottesville. Their dedication to serving refugees and asylees and experience in providing culturally and linguistically appropriate assistance make them uniquely qualified to work with this population in Charlottesville and Albemarle County.

I understand that the Virginia Refugee Resettlement Program can support IRC's work with refugees and asylees for up to five years after their arrival in the U.S. with a particular focus on English Language Training and Employment. I applaud the IRC for ensuring that all newly arriving refugees have immediate access to English classes on-site as well as employment services and job readiness training with a goal of obtaining early employment and economic self-sufficiency. IRC's attention to these objectives along with the wealth of broader services they provide to support refugees' well-being and social integration help ensure the program's broad support in our community.

The Adult Learning Center (ALC) and IRC are long-time collaborators. ALC supports an ESL teacher position onsite at IRC. In addition to teaching ESL to newly arrived refugees, this teacher facilitates tutor training and refugee transition to ESL classes at ALC. We have also recently collaborated on a popular series of citizenship classes.

Please do not hesitate to contact me should I be able to further assist in the consideration of IRC's request for support.

Sincerely,

A handwritten signature in cursive script, appearing to read "Susan E. Cunniff". The signature is written in dark ink on a white background.



JEFFERSON AREA CHIP
Healthy Kids, Healthy Homes

June 11, 2012

Kathy A. Cooper
State Refugee Coordinator
Director, Office of Newcomer Services
Virginia Department of Social Services
801 East Main Street
Richmond, VA 23219-2901

Dear Ms. Cooper:

Jefferson Area CHIP is pleased to offer our support to the International Rescue Committee in Charlottesville (IRC) as they seek funding from the Office of Newcomer Services to provide services as part of the Virginia Refugee Resettlement Program.

CHIP is a home visiting program for families with young children, 0-6, and pregnant women. We offer education and support in assessing health resources, getting children ready for school and connecting families to community resources. We are very familiar with the IRC and their work in resettling refugees in Charlottesville. Their dedication to serving refugees and asylees and experience in providing culturally and linguistically appropriate assistance make them uniquely qualified to work with this population in Charlottesville and Albemarle County understand that the Virginia Refugee Resettlement Program can support IRC's work with refugees and asylees for up to five years after their arrival in the U.S. with a particular focus on English Language Training and Employment. I applaud the IRC for ensuring that all newly arriving refugees have immediate access to English classes on-site as well as employment services and job readiness training with a goal of obtaining early employment and economic self-sufficiency. IRC's attention to these objectives along with the wealth of broader services they provide to support refugees' well-being and social integration help ensure the program's broad support in our community.

CHIP accepts referrals from IRC for young children and pregnant women. We collaborate regularly with members of their agency in case manager meetings to ensure that families served get necessary services. We participate in meetings at the University of Virginia's Refugee Medical Clinic to support health access. We look forward to a continued relationship with the IRC.

Should I be able to further assist in the consideration of IRC's request for support, please do not hesitate to contact me.

Sincerely,


Judy W. Smith
Executive Director
Jefferson Area CHIP

Jefferson Area CHIP | Children's Health Improvement Program | www.jachip.org

CHARLOTTESVILLE OFFICE
1469 Greenbrier Place | Charlottesville, VA 22901
434-964-4700 | Fax: 434-964-4774

FLUVANNA OFFICE
PO Box 216 | Palmyra, VA 22963
434-589-0927 | Fax: 434-589-0928

LOUISA OFFICE
PO Box 1578 | Louisa, VA 23093
540-967-1760 | Fax: 540-967-2765



June 14, 2012

Kathy A. Cooper
State Refugee Coordinator
Director, Office of Newcomer Services
Virginia Department of Social Services
801 East Main Street
Richmond, VA 23219-2901

Dear Ms. Cooper,

I would like to offer my support to the International Rescue Committee in Charlottesville (IRC) as they seek funding from the Office of Newcomer Services to provide services as part of the Virginia Refugee Resettlement Program.

My agency is familiar with the IRC and their work in resettling refugees in Charlottesville. They are a unique agency that is dedicated to serving refugees and asylees in the Charlottesville and Albemarle County area. Their provision of appropriate cultural and linguistic assistance to this population is invaluable to not only the refugees and asylees but to the productivity and cultural diversity of Central Virginia.

It is my understanding that the Virginia Refugee Resettlement Program can support IRC's work with refugees and asylees for up to five years after their arrival in the U.S. with a particular focus on English Language Training and Employment. I have had the opportunity to sit in on an employment class and have seen English classes in session that are offered immediately to the newly arriving refugees. I know that they also offer Job Readiness training. They offer support to the refugees' well-being and social integration with many other services that help ensure their client's integration into our community.

Albemarle County Department of Social Services collaborates with IRC in several ways. ACDSS determines eligibility for benefits like SNAP, Medicaid, and TANF for the new arrivals and IRC assists them in the application process within the first few days of their arrival. If the refugees are eligible for TANF and enrolled in the VIEW program, ACDSS and IRC collaborate to ensure that refugees become job ready and start to work. The classes offered by IRC satisfy many of the VIEW program requirements. Communication between our agencies is essential and our VIEW workers and Benefit Supervisors meet quarterly with IRC and Charlottesville Department of Social Services to inform one another, collaborate, and seek best practices.

Please do not hesitate to contact me if I can assist in any other way in the consideration of IRC's request for support.

Sincerely,

A handwritten signature in dark ink, appearing to read 'Denise Stubblefield', is written over the printed name.

Denise Stubblefield
Eligibility Supervisor
County of Albemarle Department of Social Services
434-972-4010



THOMAS JEFFERSON HEALTH DISTRICT
Charlottesville/Albemarle Health Department
1138 Rose Hill Drive, P.O. Box 7546
Charlottesville, VA 22906
(434) 972-6219 FAX (434) 972-4310

June 13, 2012

Kathy A. Cooper
State Refugee Coordinator
Director, Office of Newcomer Services
Virginia Department of Social Services
801 East Main Street
Richmond, VA 23219-2901

Dear Ms. Cooper:

I am pleased to offer my support to the International Rescue Committee in Charlottesville (IRC) as it seeks funding from the Office of Newcomer Services to provide services as part of the Virginia Refugee Resettlement Program. The Health Department is very familiar with the IRC's work as we collaborate to ensure refugees and asylees coming to Charlottesville receive medical care. The IRC's dedication and experience in providing culturally and linguistically appropriate assistance make it uniquely qualified to work with this population in Charlottesville and Albemarle County.

I understand that the Virginia Refugee Resettlement Program can support IRC's work with refugees and asylees for up to five years after their arrival in the U.S. with a particular focus on English language training and employment. I applaud the IRC for ensuring that all newly arriving refugees have immediate access to English classes on-site as well as employment services and job readiness training with a goal of obtaining early employment and economic self-sufficiency. IRC's attention to these objectives along with the wealth of broader services it provides to support refugees' well-being and social integration help ensure the program's broad support in our community.

Should I be able to further assist in the consideration of IRC's request for support, please do not hesitate to contact me.

Sincerely,



Lilian Peake, M.D., M.P.H.
District Health Director



JAUNT, Inc.
104 Keystone Place
Charlottesville, VA 22902-6200

Kathy A. Cooper
State Refugee Coordinator
Director, Office of Newcomer Services
Virginia Department of Social Services
801 East Main Street
Richmond, VA 23219-2901

June 11, 2012

Dear Ms. Cooper:

I am very pleased to offer my support of the International Rescue Committee in Charlottesville (IRC) as they seek funding from the Office of Newcomer Services to provide services as part of the Virginia Refugee Resettlement Program.

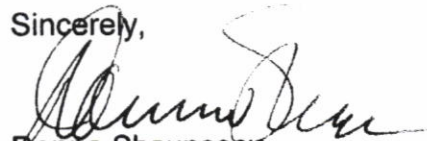
Here at JAUNT we are quite familiar with the IRC and their work in resettling refugees in the Charlottesville area. Their dedication to serving refugees and asylees and experience in providing culturally and linguistically appropriate assistance make them uniquely qualified to work with this population in Charlottesville and Albemarle County.

It is my understanding that the Virginia Refugee Resettlement Program can support IRC's work with refugees and asylees for up to five years after their arrival in the U.S. with a particular focus on English Language Training and Employment. I applaud the IRC for ensuring that all newly arriving refugees have immediate access to English classes on-site as well as employment services and job readiness training with a goal of obtaining early employment and economic self-sufficiency. IRC's attention to these objectives along with the wealth of broader services they provide to support refugees' well-being and social integration help ensure the program's broad support in our community.

Working together with IRC and local businesses, we have been able to add public transportation services that assist their clients in getting to jobs that allow them to support their families. The IRC staff has often gone above and beyond the call of duty in coming up with innovative solutions in helping people achieve self-sufficiency.

Please don't hesitate to let me know if I can provide any further information about IRC's excellence.

Sincerely,

A handwritten signature in black ink, appearing to read 'Donna Shaunesey', written in a cursive style.

Donna Shaunesey
Executive Director

LEGAL AID JUSTICE CENTER

June 13, 2012

Kathy A. Cooper
State Refugee Coordinator
Director, Office of Newcomer Services
Virginia Department of Social Services
801 East Main Street
Richmond, VA 23219-2901

Dear Ms. Cooper:

I am pleased to offer my support to the International Rescue Committee in Charlottesville (IRC) as they seek funding from the Office of Newcomer Services to provide services as part of the Virginia Refugee Resettlement Program.

The Legal Aid Justice Center is familiar with the IRC and their work in resettling refugees in Charlottesville. Their dedication to serving refugees and asylees and experience in providing culturally and linguistically appropriate assistance make them uniquely qualified to work with this population in Charlottesville and Albemarle County.

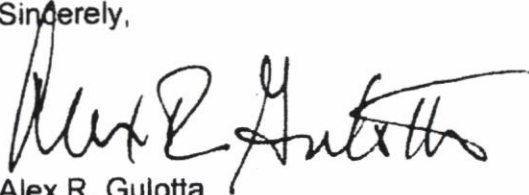
I understand that the Virginia Refugee Resettlement Program can support IRC's work with refugees and asylees for up to five years after their arrival in the U.S. with a particular focus on English Language Training and Employment. I applaud the IRC for ensuring that all newly arriving refugees have immediate access to English classes on-site as well as employment services and job readiness training with a goal of obtaining early employment and economic self-sufficiency. IRC's attention to these objectives along with the wealth of broader services they provide to support refugees' well-being and social integration help ensure the program's broad support in our community.

As a provider of free legal services to low income individuals, the Legal Aid Justice Center enjoys a close working relationship with IRC. We provide in service training for IRC staff concerning the various legal issues which impact IRC's client population. This collaboration allows IRC to educate and prepare its clients to avoid common legal problems, particularly those associated with rental housing. Our staff is available for informal staff to staff consultation on an as needed basis. We also represent individual clients of IRC in a variety of civil matters. Our representation is greatly facilitated by the support and resources provided to our mutual clients by IRC. Working together we are able to smooth the path for these new members of our community and avoid or resolve legal entanglements. Without the support and expertise of the IRC it would be much more difficult for us to provide the legal representation these clients need.

Should I be able to further assist in the consideration of IRC's request for support, please do not hesitate to contact me.

Kathy A. Cooper
State Refugee Coordinator
June 13, 2012
Page 2

Sincerely,

A handwritten signature in black ink, appearing to read "Alex R. Gulotta". The signature is fluid and cursive, with a long horizontal stroke extending to the right.

Alex R. Gulotta
Executive Director

Cc: Harriet Kuhr (via email)

Charlottesville

Abundant Life Ministries

1201 5th Street Extended Suite 214 • P.O. Box 71 • Charlottesville, VA 22902-0071

Tel: 434/970-2077 • Fax: 434/220-4955 • email: Main@charlottesvilleabundantlife.org • www.charlottesvilleabundantlife.org

Date: June 20, 2012

Kathy A. Cooper
State Refugee Coordinator
Director, Office of Newcomer Services
Virginia Department of Social Services
801 East Main Street
Richmond, VA 23219-2901

Dear Ms. Cooper:

I am pleased to offer my support to the International Rescue Committee in Charlottesville (IRC) as they seek funding from the Office of Newcomer Services to provide services as part of the Virginia Refugee Resettlement Program.

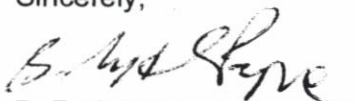
My agency is familiar with the IRC and their work in resettling refugees in Charlottesville. Their dedication to serving refugees and asylees and experience in providing culturally and linguistically appropriate assistance make them uniquely qualified to work with this population in Charlottesville and Albemarle County.

I understand that the Virginia Refugee Resettlement Program can support IRC's work with refugees and asylees for up to five years after their arrival in the U.S. with a particular focus on English Language Training and Employment. I applaud the IRC for ensuring that all newly arriving refugees have immediate access to English classes on-site as well as employment services and job readiness training.

It is my pleasure to share with you that we will be partnering with IRC in our AmeriCorps State grant starting in September 2012 that will provide staff to help accomplish the above services. AmeriCorps State, as you may know, is managed by the Office on Volunteerism and Community Service which is under VDSS. We look forward to serving our clients in the Charlottesville community with a board array of services especially to the ESL clients that we share in common with IRC. Two full time AmeriCorps members will be committed to providing employment and job readiness programs to help families achieve self sufficiency. We are excited about the collaboration, it broadens our services.

Should I be able to further assist in the consideration of IRC's request for support, please do not hesitate to contact me rydell@charlottesvilleabundantlife.org or in my office.

Sincerely,



B. Rydell Payne
Executive Director

charlottesville FREE CLINIC

June 19, 2012

Kathy A. Cooper
State Refugee Coordinator
Director, Office of Newcomer Services
Virginia Department of Social Services
801 East Main Street
Richmond, VA 23219-2901

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Janet A. Silvester, RPh, MBA, FASHP

S. Sonjia Smith

David D. Swett, DDS

Dear Ms. Cooper:

Please accept this letter as enthusiastic support of the International Rescue Committee in Charlottesville (IRC) to provide services as part of the Virginia Refugee Resettlement Program. I have always had high regard for the important role IRC plays in our community and this year we partnered with them on a grant to provide dental care to their clients so I've seen first hand the vital work they are doing.

The IRC has demonstrated dedication to serving refugees and asylees and they provide culturally and linguistically appropriate assistance which makes them uniquely qualified to work with this population in Charlottesville and Albemarle County. There isn't another agency that I am aware of that offers the expertise and scope of services that IRC can provide the refugee population.

I understand that the Virginia Refugee Resettlement Program can support IRC's work with refugees and asylees for up to five years after their arrival in the U.S. with a particular focus on English Language Training and Employment. I applaud the IRC for ensuring that all newly arriving refugees have immediate access to English classes on-site as well as employment services and job readiness training with a goal of obtaining early employment and economic self-sufficiency. IRC's attention to these objectives along with the wealth of broader services they provide to support refugees' well-being and social integration create the program's broad support in our community.

We had a successful first year of partnership in providing dental care to IRC clients and we are looking at ways to continue that work. Should I be able to further assist in the consideration of IRC's request for support, please do not hesitate to contact me.

Sincerely,



Erika Viccellio, MEd
Executive Director

1138 Rose Hill Drive, Suite 200
Charlottesville, VA 22903

Medical Clinic 434.296.5525
Dental Clinic 434.972.6233
Administration 434.295.0008
Fax 434.296.0904

Email info@cvillefreeclinic.org
Web www.cvillefreeclinic.org



United Way
Thomas Jefferson Area

June 12, 2012

Kathy A. Cooper
State Refugee Coordinator
Director, Office of Newcomer Services
Virginia Department of Social Services
801 East Main Street
Richmond, VA 23219-2901

Dear Ms. Cooper:

Please accept this letter as our support for the International Rescue Committee in Charlottesville's (IRC) funding request from the Office of Newcomer Services to provide services as part of the Virginia Refugee Resettlement Program.

The United Way-Thomas Jefferson is familiar IRC's work in resettling refugees in Charlottesville. Their dedication to serving refugees and asylees and their experience in providing culturally and linguistically appropriate assistance makes IRC and its staff uniquely qualified to work with this population in Charlottesville and Albemarle County.

It is our understanding that the Virginia Refugee Resettlement Program can support IRC's work with refugees and asylees for up to five years after their arrival in the U.S. with a particular focus on English Language Training and Employment. We applaud the IRC for ensuring that all newly arriving refugees have immediate access to English classes on-site as well as employment services and job readiness training with a goal of obtaining early employment and economic self-sufficiency. IRC's attention to these objectives, along with the wealth of broader services they provide to support refugees' well-being and social integration, help ensure the program's broad support in our community.

The IRC is a partner in our Earned Income Tax Credit Coalition offering free tax preparation to all eligible individuals. As a partner, the IRC sponsored one of our twelve sites and served 116 individuals to access earned income, child care and educational tax credits which averaged \$2,511. Our Women United in Philanthropy partnership has also funded a couple of IRC's projects including, most recently, a women's craft guild to overcome cultural isolation, develop language skills and to create products that increase their income.

One of United Way's highest priorities is helping individuals achieve self-sufficiency. Without a doubt, this is a commitment of the IRC as well.

Please feel free to contact me, should you need further information.

Sincerely,

Cathy Smith Train
President



Department of Family Medicine

June 8, 2012

Kathy A. Cooper
State Refugee Coordinator
Director, Office of Newcomer Services
Virginia Department of Social Services
801 East Main Street
Richmond, VA 23219-2901

Dear Ms. Cooper:

I am pleased to offer my support to the International Rescue Committee in Charlottesville (IRC) as they seek funding from the Office of Newcomer Services to provide services as part of the Virginia Refugee Resettlement Program. IRC's dedication to serving refugees and asylees and experience in providing culturally and linguistically appropriate assistance make them uniquely qualified to work with this population in Charlottesville and Albemarle County.

We have an excellent, long-term working relationship with the IRC in providing medical care to refugees resettling in Charlottesville. We opened the International Family Medicine Clinic in 2002, and together, we have created a seamless system of health care delivery to refugees which I believe is unique to Charlottesville. The services provided by IRC to the patients in case management and follow-up are critical to our ability to provide this excellent care.

I understand that the Virginia Refugee Resettlement Program can support IRC's work with refugees and asylees for up to five years after their arrival in the U.S. with a particular focus on English Language Training and Employment. I applaud the IRC for ensuring that all newly arriving refugees have immediate access to English classes on-site as well as employment services and job readiness training with a goal of obtaining early employment and economic self-sufficiency. IRC's attention to these objectives along with the wealth of broader services they provide to support refugees' well-being and social integration help ensure the program's broad support in our community.

Should I be able to further assist in the consideration of IRC's request for support, please do not hesitate to contact me.

Sincerely,

A handwritten signature in cursive script that reads "Fern R. Hauck MD".

Fern R. Hauck, MD, MS
Professor of Family Medicine and Public Health Sciences
Director, International Family Medicine Clinic



CHARLOTTESVILLE CITY SCHOOLS
Personal and academic success for all.

Central Office #2
1400 Melbourne Road
Charlottesville, VA 22901
(434) 245-2407; (434) 245-2409
Fax (434) 245-2604
www.charlottesvilleschools.org

June 26, 2012
Kathy Cooper
State Refugee Coordinator
Director, Office of Newcomer Services
Virginia Department of Social Services
801 East Main Street
Richmond, Va 23219-2901

Dear Ms. Cooper:

I am very happy to offer my support to the International Rescue Committee in Charlottesville (IRC) as they seek funding from the office of Newcomer Services as part of the Virginia Refugee Resettlement Program.

I work very closely with the IRC in my role as ESL Counselor for Charlottesville City Schools. I am very familiar with all of the resources and education that they provide in order to help students be employed in Charlottesville and Albemarle County.

I work very closely with the family support worker, Interpreter Services, case workers, the medical case manager and others at the IRC as I serve the city schools and assist families and teachers with any support that they need. I would not be able to do this without the expertise of the IRC.

As an ESL teacher for the city's Adult Education program at the Adult Learning Center, I see many of the IRC's clients in my classes as they learn to navigate their way through American life. My colleague teaches the new refugees at the IRC before they come to us for further English studies and we appreciate the financial support and encouragement that IRC gives to our students.

I have seen IRC Charlottesville continue to grow with their programming in the past few years. Not only do they continue their on-site job preparedness and English classes, but have started several wonderful projects that I am very supportive of.

I have come into their center several times to speak with new clients regarding their children in US schools in a speaker series. I have seen the impact of this as well as other programs help to improve the lives of our refugees and help them to become aware of their resources and responsibilities as new citizens in our community.

I am elated that they have begun other new programs such the crafts program to help refugees use their talents to create items that they can sell. It is through these and other programs that they can continue to serve refugees in their self-sufficiency. The IRC does a wonderful job in helping our refugees find employment as well.

I realize that the IRC cannot do these programs without your support and sincerely hope that you continue to financially support the IRC in their endeavors.

The Charlottesville/Albemarle community has been enriched by the many refugees who come here and without the IRC, they would not be prepared for their new lives in the United States. We are very grateful to the IRC for all of their work.

Feel free to contact me if you have any questions.

Sincerely yours,

A handwritten signature in cursive script that reads "Cherry Stewart".

Cherry Stewart
ESL counselor K-12 Charlottesville City Schools,
Volunteer coordinator, Instructor, Adult Learning Center
935-A 2nd Street, Charlottesville, Va, 22902, 434-245-2815



COMMONWEALTH of VIRGINIA

Virginia Employment Commission

John R. Broadway
Commissioner

June 27, 2012

Kathy A. Cooper
State Refugee Coordinator
Director, Office of Newcomer Services
Virginia Department of Social Services
801 East Main Street
Richmond, VA 23219-2901

Dear Ms. Cooper,

The Virginia Employment Commission Charlottesville local office is pleased to partner with the International Rescue Committee (IRC) to increase the number of newly arrived refugees who find their first American job in agriculture. Given their cultural history and practical experience refugees are ideal candidates for farm work.

The Virginia Employment Commission assists agricultural employers to obtain workers to fill their employment needs and to place workers in jobs that utilize their skills. The VEC has worked with the IRC in placing refugees with employers in the Charlottesville area and has been pleased with the outcomes. The IRC and VEC are currently working on an initiative to assemble a work crew of refugee workers to solve the labor problem that several small vineyards are experiencing.

We view the relationship outlined in this proposal as a win-win-win for all parties. VEC will continue to assist the IRC in placing appropriate, pre-trained employees with a background in agriculture; the IRC will feel confident placing clients in safe positions with a built in feedback loop; and refugees will receive early employment and the opportunity for advancement through training and other assistance.

Please coordinate any activities with VEC Charlottesville Farm Placement Specialist Ken Shaver and me.

Sincerely,

A handwritten signature in cursive script that reads "Teresa R. Turner".

Teresa R. Turner
Local Office Manager

Attachments in this section include:

5. Job descriptions
6. Descriptions of volunteer responsibilities

Staff Positions and Job Descriptions

Background information on current staff members who will be providing services under the proposed RRS program are included below, followed by job descriptions for the relevant positions.

Harriet Kuhr, Executive Director: Harriet joined the IRC in 2004, first working with the Atlanta office before moving to Charlottesville in April 2010 as Executive Director. Prior to joining the IRC, she worked for over 19 years in various capacities with The Friendship Force, an international citizen exchange program based in Atlanta. In 2004 she joined the staff of IRC Atlanta as an employment supervisor, moving to the position of Manager of Resettlement Services in 2006, a position that oversaw all employment, resettlement, and case management services for a caseload of up to 1,000 newly arriving refugees annually. Harriet has a B.A. from the University of Virginia. She speaks French and has worked in D.R. Congo.

Jere Bidwell, Finance Manager: After a long career as an accountant at LEXIS Law Publishing, Jere joined the IRC in December 2005. He has a degree in Accounting from Emory & Henry College.

Kendra Siebert, Receptionist & Office Manager: Kendra came to the IRC in June of 2011. She has a B.S. in English/Journalism from Manchester College in Indiana. A few years prior to IRC, she served two years with AmeriCorps doing employment coordination for homeless clients in Indiana, and environmental conservation for CREC in Flagstaff, Arizona. She has been an ESL tutor for Literacy Volunteers of Charlottesville Albemarle since 2009.

Courtney Cook, Employment Supervisor: Courtney has served IRC Charlottesville as a student intern, an AmeriCorps*VISTA member, and since August 2009 as the employment

supervisor, coordinating activities of a three-person employment team. Her responsibilities include coordinator of the office's Matching Grant program as well as state employment programs and oversight over other economic empowerment activities such as IRC Charlottesville's VITA tax preparation assistance program, microenterprise education, and agricultural employment programs. Her varied volunteer experience includes two months at the Gombe School of Environment and Society in Tanzania and 16 months with the Glencree Center for Peace and Reconciliation in Ireland. Courtney has a B.A. in Anthropology and Spanish from the University of Virginia.

Jan Tobias, Employment Specialist: Jan joined the IRC staff in November 2009. Much of his work consists of outreach to employers, particularly in agricultural-related jobs. Jan holds a Master of Divinity degree from the Lutheran School of Theology at Chicago and was a Lutheran campus pastor for 25 years, including 5 years at UVA. He also worked in refugee resettlement for 6 years in Harrisonburg.

Nemanja Cetic, Employment Specialist: Nemanja joined the IRC in 2009 as an Employment Assistant, and has since been promoted to Employment Specialist. A refugee and native of Yugoslavia, he is fluent in Serbo-Croatian. He graduated from UVA in 2009 with a degree in History.

Terri DiCintio, Community Relations Coordinator: Terri is responsible for recruiting and supervising community volunteers, and for developing contributions for local IRC resettlement activities. Terri joined the IRC staff in 1999, having previously been a Volunteer Coordinator at UVA Medical Center. She has a bachelor's degree from Guilford College in North Carolina.

Mirna Dickey, Family Support Coordinator: With ten years of service, Mirna Dickey is one of the IRC's longest-standing staff members in Charlottesville. As a Licensed Professional Counselor, Mirna conducts mental health assessments, counseling, crisis intervention, and leads support groups for refugee youth and adults. She also supervises IRC medical case management services, presents refugee-related topics to community agencies, and designs staff development training. A native of Serbia, Mirna is fluent in Serbo-Croatian, German, and French. She received her master's degree in musicology and taught music history before moving to Charlottesville, where she graduated in 2000 with a M.Ed. in counseling from UVA.

Barbara Cabell, Manager of Resettlement Services: Barbara oversees the delivery and documentation of case management and other required services as well as ongoing support services beyond the initial resettlement to newly arriving refugees. She has a BS in Human Services from the University of Phoenix and a Post-Baccalaureate teaching certificate from Mary Baldwin College. Barbara has over 25 years of work experience including 15 years as a manager in the music industry. Barbara joined the IRC in 2005.

Yan Sar Keh, Caseworker: A Karen refugee from Burma (born in Thailand), Yan Sar has been with IRC since July 2007. He is currently working with refugees from Burma, Bhutan, South Africa, Iraq and Afghanistan. Yan Sar is also a trained interpreter for the Karen language.

Lyndy Meister, Caseworker: Lyndy began working with refugees in 2005 as an undergraduate student at the University of Vermont. She continued working with refugees as an AmeriCorps*VISTA in Chicago assisting in a women's empowerment program. Lyndy joined the IRC staff in February of 2009 and is now a case worker for refugees from Bhutan, Iraq, Afghanistan, Ethiopia and Kenya.

Zoe Tuck, Logistics Coordinator: Zoe began her IRC career in October 2010 as receptionist/office manager, and was promoted to Logistics Coordinator in April 2011. As Logistics Coordinator she's responsible for housing and public housing needs; activating utility accounts; working as a liaison between clients and property managers; maintaining furniture storage and inventory; updating VNIS database with client information and serving on a VNIS Task Force to create a new database system. She graduated Magnum Cum Laude from Cedar Crest College with a B.A. in Political Science with double minors in Economics and Math.

Geeta Ghimirey, Nepali Interpreter: Geeta joined the IRC in December 2011 as a Nepali language interpreter. He was a teacher and a school counselor in the Bhutanese refugee camp in Nepal. He has a bachelor's degree in Humanities and Social Sciences from Tribhuvan University in Nepal. He speaks Nepali and basic Hindi.

Farah Ibrahim, Casework Assistant: Farah graduated from Al Moustansariya University in Baghdad with a degree in Civil Engineering. She began interpreting for the IRC in March 2008 after arriving as a refugee from Iraq, and started working part-time as an office assistant for the interpreter services program in October 2008. She is now a full-time Caseworker Assistant and a native Arabic speaker.

The Casework Assistant provides direct support to the resettlement team and family support team to facilitate the resettlement of newly arrived refugees and assist with their ongoing medical needs. This position reports to the Manager, Resettlement Services.

Responsibilities may include, but are not limited to:

- Assist the resettlement team in the provision of services for newly arriving refugees, including airport pick-ups, intake interviews, home visits, orientations, and the transportation of clients to appointments and activities that support the clients' resettlement process.
- Assist the family support team with school enrollments and school orientations, medical case management issues, and the transportation of clients to medical appointments and pharmacies.
- Support the resettlement and family support teams' efforts to link clients with appropriate educational, health and social services.
- Assist with the timely completion of client records, documentation, and case files.
- Provide interpretation services as required.
- Share relevant information reported by clients and service providers with caseworkers.

Requirements:

- High school diploma, undergraduate degree preferred.
- Demonstrated success working and communicating effectively in a multi-cultural environment.
- Fluent in English, both spoken and written; bilingual ability in one of the predominant languages of the local client base is desired.
- Proficient in Microsoft Office applications (Word, Excel, Outlook).

- Detail oriented, reliable, with the proven ability to meet deadlines.
- Flexible work schedule including some evenings.
- Valid driver's license, reliable vehicle with current insurance, and the ability to travel regularly throughout the service delivery area (escorting clients and other activities related to client resettlement needs).

The Caseworker provides assistance to refugees and other qualified immigrants to ensure the best possible resettlement experience and the achievement of client self-sufficiency. The Caseworker develops resettlement and/or self-sufficiency plans to match individual client needs and preferences utilizing a broad range of financial, medical, social, vocational, and other services and resources based on client eligibility. The Caseworker operates under close supervision of the Manager of Resettlement Services with moderate latitude for the use of independent judgment and initiative.

Responsibilities may include, but are not limited to:

- Ensuring the best possible resettlement experience for each client, from pre-arrival preparations and point of entry to successful acculturation. This may include assurance that appropriate pre-arrival services are in place (locating and securing suitable housing, purchasing housing essentials, furniture and basic food supplies, setting up utilities etc).
- Providing individualized and group orientations and supporting clients through social service referrals, medical access and advocacy services by assessing and evaluating each client's distinct needs.
- Independently developing reasonable resettlement and/or self-sufficiency plans and timelines for each client and managing client expectations.

5) Job Descriptions

- Ensuring that clients are provided the basic tools necessary to meet their established short-term goals and objectives.
- Assessing and monitoring client progress at regular intervals to ensure progress on goals is made, designated resources are maximized; modifying initial resettlement plans and other case file documents as required.
- Ensuring compliance with case file management and reporting requirements.

Requirements:

- Undergraduate degree preferred, ideally in Social Work or an equivalent field of study
- Minimum of 1-2 years relevant work experience in human services field.
- Demonstrated success working and communicating effectively in a multi-cultural environment.
- Proven ability to contribute both independently and as a key team member.
- Self- starter with excellent problem solving skills combined with the proven ability to multi-task, prioritize duties, and manage time effectively.
- Fluent in English, both spoken and written; bilingual ability in one of the predominant languages of the local client base is desired.
- Proficient in Microsoft Office applications (Word, Excel, Outlook)
- Valid driver's license, reliable vehicle with current insurance, and the ability to travel regularly throughout the service delivery area (home visits, agency visits, service provider visits etc).

The Community Relations Coordinator is responsible for generating resources to support IRC's work as well as conducting outreach to the community to educate individuals and groups about the IRC and refugee resettlement. This position reports to the Executive Director.

Responsibilities:

- Contribute to the development of annual fundraising plan for areas of responsibility including events, contributions in kind, individual donors and annual appeals. Periodically monitor results in these areas to ascertain progress towards goals.
- Create fundraising end-of-year appeal in alignment with office strategic plan.
- Lead on cultivation of private donor base, donor mapping, outreach and introductions. In coordination with Executive Director and members of the Community Development Committee, design strategy for appropriate approach to donors.
- Provide leadership in planning and executing all public events including annual fundraiser and World Refugee Day celebration among others.
- Represent IRC at meetings and events with community leaders and other interested individuals, organizations and groups, to promote the work of the IRC.
- Supervise the tracking of volunteer hours and the processing of cash and in kind donations by resource developer (VISTA) and interns/volunteers. Ensure donor database (PIDI) is maintained and that donations are processed and documented according to grant and internal controls requirements.
- Develop strategies to increase in kind donations of both goods and volunteer time. Chair CIK committee of key staff to design appropriate policies regarding distribution of donated items to clients and to monitor progress towards annual Matching Grant CIK goals on a monthly basis.

5) Job Descriptions

- Oversee AmeriCorps*VISTA program. Liaise with state office, coordinate grant application and required reports, recruit and select members, provide administrative supervision of all members and program supervision of resource developer.
- Oversee volunteer program. Design volunteer and intern roles to meet staff and client needs, oversee recruitment, vetting, training, supervision and recognition of volunteers/interns, serve as liaison with academic institutions for internship/work study supervision.
- Liaise with the Adult Learning Center and on site instructional staff to ensure that contracted services are provided.
- Member of Community Development Committee. Liaise with CDC; members facilitate prospective member and/or donor introductions and initial cultivation.

Requirements:

- Undergraduate degree required
- Excellent skills in both written and spoken communication
- Proven ability to perform in both independent and team assignments
- Previous experience in human service and/or multi-cultural environments a plus
- Minimum three years previous experience in fundraising and community development
- Proficient in Microsoft Office applications (Word, Excel, Outlook)

The Employment Specialist is responsible for managing the provision of services to assist newly arrived refugee clients to attain self sufficiency through employment. Specifically, the Employment Specialist ensures services that include employment preparation, placement, career enhancement services and follow-up services. This position reports to the Employment Supervisor.

Responsibilities may include, but are not limited to:

- Working in cooperation with other employment team members to develop comprehensive employment plans for each employable adult.
- Providing both group and one-on-one intense job readiness orientations that provide clients with the basic skills required to enhance their employability.
- Developing and cultivating long term relationships with area employers in order to identify appropriate employment opportunities for clients using techniques such as cold calls, attendance at job fairs, networking, and response to local job advertisements.
- Determining specific employment opportunities appropriate to clients and assisting clients in accessing these opportunities by guiding them through the hiring process.
- Providing one-on-one counseling to refugee clients on strategies for improved employability.
- Monitoring job performance, wage level, and employer/employee satisfaction.
- Assisting clients and employers as necessary with post placement issues and continuing employment needs.
- Ensuring timely and accurate compliance to all reporting requirements.

Requirements:

- Undergraduate degree is preferred.

5) Job Descriptions

- Demonstrated experience with the US job search process and the ability to coach effectively clients through the nuanced process of securing employment.
- Excellent communication skills, with fluency in written and spoken English. Bilingual ability in one of the predominant languages of the local client base is desired.
- Proven success achieving goals and working effectively with all levels of staff in a multicultural environment.
- Proficient in Microsoft Office applications (Word, Excel, Outlook).
- Valid driver's license, reliable vehicle with current insurance, and the ability to travel regularly throughout the service delivery area

The Employment Supervisor is responsible for managing the provision of services to assist newly arrived refugee clients to attain self sufficiency through employment. The Employment Supervisor manages a team of Employment Specialists and interns in order to ensure services that include employment preparation, placement and follow-up services. This position reports to the Executive Director.

Responsibilities may include, but are not limited to:

- Providing intake, assessment, and pre-employment/job readiness orientation to clients eligible for employment services.
- Developing comprehensive employment plans for each employable adult within 10 days of arrival.
- Providing both group and one-on-one intense job readiness orientations that provide clients with the basic skills required to enhance their employability.

5) Job Descriptions

- Developing and cultivating long term relationships with area employers in order to identify appropriate employment opportunities for clients.
- Ensuring timely and accurate compliance to all reporting requirements.
- Overseeing the implementation of the Matching Grant Program including managing enrollment and reporting requirements and case file documentation.
- Providing supervision and oversight to all members of the Employment Services team
- Coordinating service delivery and work flow for employment services staff ensuring that all clients are adequately served in a timely manner.
- Providing intervention and counseling as appropriate in situations requiring special attention or to difficult clients.

Requirements:

- Undergraduate degree required.
- Minimum one year of demonstrated experience with the US job search process and the ability to coach effectively clients through the nuanced process of securing employment.
- Excellent communication skills, with fluency in written and spoken English. Bilingual ability in one of the predominant languages of the local client base is desired.
- Proven success achieving goals and working effectively with all levels of staff in a multicultural environment.
- Proficient in Microsoft Office applications (Word, Excel, Outlook).
- Valid driver's license, reliable vehicle with current insurance, and the ability to travel regularly throughout the service delivery area.

The Executive Director is the face of IRC at the local level. He/She sets the vision, articulates the mission, manages and oversees program design and implementation, ensures compliance of services within grants and contracts, oversees effective delivery of key services such as case management, orientation and acculturation, employment services and placement, initial financial assistance, immigration and social adjustment. This position reports to the Regional Director, US Programs.

Responsibilities:

General Management - Leadership/Stewardship

- **Organizational Leadership:** Establish and articulate vision and strategy for local office; engage actively with local leaders and community to advance IRC's mission and work at the local level
- **Staff Management:** Establish office management structure; ensure regular staff/management meetings, engaged support, consistent use of job descriptions and annual reviews
- **Interaction with HQ:** Timely and consistent communication with HQ (USP Directors and other departments) on operational and programmatic issues, policies and reporting
- **Human Resources:** Ensure systems in place for recruitment, hiring, orientation, terminations, layoffs, leaves, etc.; ensure staff development and retention.

Financial Management

- **Budget Oversight:** Oversee annual budget development; regularly review budget-to-actuals; establish systems for tracking spending rates; address anomalies in arrivals

5) Job Descriptions

- Program Budget Tracking: Track monthly R&P and Matching Grant direct assistance; establish system for medical spending needs; Track and ensure sufficient monthly Matching Grant
- Budget Training: Train program managers/staff on program budget oversight; establish budget expectations; ensure consistent communication between program and accounts management

External Relations

- Provides vision for overall fundraising strategy and develops a local fundraising plan based on analysis of program strengths, service gaps and local environment.
- Development: Collaborate with CFR focal person; utilize PIDI; document field service and support gaps for use with; provide input as appropriate to assist in upkeep of office Website
- Marketing: Utilize IRC logo, brand and 'From Harm to Home' messaging; use HQ generated marketing materials; vet local level marketing materials with HQ for consistent messaging
- Media and Communications: engage with HQ Communications Department on all media contacts; ensure HQ review of press releases; ensure consistent use HQ-approved messaging

Requirements:

- Bachelors Degree + Advanced Degree in social work, international relations, or relevant field

5) Job Descriptions

- Min. 6-8 yrs progressive work experience with social services or humanitarian assistance programs, Min. 3 yrs senior management experience, including program development, monitoring, evaluation and advocacy experience.
- Previous fundraising, grant writing experience; strong analytical, training oral and written communication and team building skills, excellent written + oral communication skills.
- Solid diplomatic and networking skills, ability to manage effectively a variety of internal and external relationships, including relationships with media/communication and donors
- Proven people management and leadership skills; ability to lead staff and promote productivity in a pleasant environment.
- Previous financial management experience, effectively manage budgets and financial matters
- Excellent interpersonal skill, effectively work with partners and colleagues in cross-cultural environment.
- Solid organizational skills with ability to multi-task, set priorities, effectively manage time and meet deadlines. Ability to be flexible and work well under pressure in a fast paced team environment. Solid computer skills.

The Family Support Coordinator is responsible for programming to support families and children with their emotional and educational needs to help them achieve both economic and social self sufficiency. The Family Support Coordinator is the Refugee School Liaison for the Charlottesville City and Albemarle County Schools and oversees all aspects of school enrollment, student success, and parental education. The Family Support Coordinator supervises

the Medical Case Manager and the Education Coordinator (VISTA) to enhance all aspects of refugees' integration into the community. This position reports to the Executive Director.

Responsibilities:

- Provide comprehensive services to refugee families, utilizing community resources to promote clients' emotional well-being and stability.
- As Refugee School Liason, coordinate services to refugee children and their parents with the local school systems with a goal of supporting students so they can achieve educational success.
- Enroll all eligible refugee children in school within 30 days of arrival.
- Provide crisis intervention services to families. Make referrals for additional services, treatment and support as appropriate.
- Advocate for children in situations of abuse or neglect and refer to other agencies as appropriate.
- Orient newly arrived families to the American public school system and family law issues.
- Work with parents to advocate for special needs students in identification, testing and provision of special education services.
- Identify preschool opportunities for children under five years old, and assist families with enrollment.
- Facilitate and supervise school-based mental health support groups for youth.

Requirements:

- Master's Degree required in Social Work, Counseling, or similar.

5) Job Descriptions

- Minimum one year of demonstrated experience working with vulnerable populations in family and/or crisis intervention work.
- Excellent communication skills, with fluency in written and spoken English. Knowledge of a predominant language of the local client base a plus.
- Ability to communicate effectively and diplomatically with multi-cultural clients, colleagues and partners.
- Proficient in Microsoft Office applications (Word, Excel, Outlook).
- Valid driver's license, reliable vehicle with current insurance, and the ability to travel regularly throughout the service delivery area.

The Finance Manager will control and manage the implementation of the accounting systems in the Regional Resettlement office, and collect and process IRC's financial data in order to provide management, donors, grantors, creditors, and others with timely, accurate and understandable information. The Charlottesville office has a current budget of \$1.8 million with multiple federal, state and private contracts and grants. This position reports to the Executive Director.

Responsibilities:

Finance

- Ensure office compliance with IRC's accounting policies vis-à-vis fund accounting as noted in IRC's finance manual and generally accepted accounting principles.
- Review all accounting transactions to ensure proper coding and enter all transactions into IRC's accounting software.

5) Job Descriptions

- Prepare journal entries to record HQ transactions in the regional office accounting software.
 - Prepare monthly financial reports and submit to IRC NY as per scheduled due dates.
 - Reconcile regional office's database against HQ's database on a monthly basis and investigate and resolve difference in coordination with the Regional Controller.
 - Facilitate any external or internal audit.
 - Prepare financial reports to various donors as per contractual obligations. Submit reports to the donors after obtaining sign off from the Executive Director and/or relevant *Program Specialist/Manager*.
 - Supervise the regional offices banking arrangements.
 - Prepare annual and quarterly cash budgets and submit the monthly cash transfer requests.
 - In coordination with the Executive Director, prepare the Regional office's annual operating budget as per the guidelines.
 - Prepare "grant-specific" monthly actual to budget report and submit to appropriate Program Coordinators for approval by signature. Submit approved reports to the Executive Director.
 - Coordinate billing for Interpreter Service with Manager, Interpreter Services.
 - Oversee recording of Contributions-in-Kind for Match Grant Program.
- Administration & Internal Controls*
- Coordinate the protection of the organization's assets by implementing IRC's Internal Control procedures.
 - Review current service agreements for cost effectiveness and recommend changes as appropriate.

- Maintain grant and contract files for all programs.
- Develop and/or update office procedures to increase efficiency and effectiveness.
- Assist the Executive Director in other areas as required.
- Maintain open and frequent communication with IRC Charlottesville staff and HQ Finance staff.
- Attend staff meetings and trainings as required.

Requirements:

- Bachelors Degree with a minimum of 5 years non profit accounting experience;
- Solid computer-based accounting skills, including Quickbooks, spreadsheets and various other financial related software programs;
- Proficient in general office software programs like MS Word, Excel, Email, and Internet;
- Proven ability to work as a team member in a cross-cultural environment;
- Excellent verbal and written communication skills;
- Ability to prioritize and manage time effectively; and
- Ability to effectively work with HQ through telephone, email and other correspondence.

The Logistics Coordinator is responsible for coordinating the logistical operations in support of the resettlement services team. The Logistics Coordinator reports to the Manager of Resettlement Services.

Responsibilities may include, but are not limited to:

- Securing appropriate, affordable housing for all new arrivals.
- Coordinating the logistics of apartment set-ups (furniture orders, supply delivery, utility hook –up, and home safety inspections, etc).

5) Job Descriptions

- Implement procurement by maintaining an accurate inventory of supplies, planning and placing orders, researching vendors, and maintaining associated documentation.
- Reporting to senior management on all operational issues and escalating those issues requiring additional attention. Coordinate client home repair requests with landlords and property managers; track resolution of concern and document accordingly.
- Ensure financial documentation in client case files is complete, accurate, current and in compliance with mandated timelines.
- Maintain and update informational database on all refugee clients served under state contract including services provided by IRC Charlottesville.

Requirements:

- Undergraduate degree or equivalent experience.
- Demonstrated ability to prioritize time effectively and work well under pressure.
- Excellent communication skills, with fluency in written and spoken English.
- Proven success achieving goals and working effectively with all levels of staff in a multicultural environment, ideally with some experience working with refugees or immigrants.
- Proficient in Microsoft Office applications (Word, Excel, Outlook).
- Valid driver's license, reliable vehicle with current insurance, and the ability to travel regularly throughout the service delivery area (home visits, agency visits, service provider visits etc).

The Manager of Resettlement Services oversees the delivery and documentation of case management and other required services to newly arriving refugees as well as ongoing support services beyond the initial resettlement period in accordance with the terms of contracts and grants which fund the programs. S/he is responsible for ensuring effective and timely coordination with IRC national staff, other local teams and local partner agencies. The Manager of Resettlement Services supervises a team of caseworkers, casework assistant, and logistics coordinator. This position reports to the Executive Director.

Responsibilities may include, but are not limited to:

- Oversee daily operations of the Resettlement Services team, providing guidance, leadership and direct support in all aspects of service provision.
- Monitor the delivery of core resettlement services regularly to ensure compliance with all program standards and grant requirements in accordance with the Cooperative Agreement, Matching Grant and Virginia Refugee Resettlement Program requirements.
- Act as principal liaison with IRC Headquarters Processing unit on issues of case allocation and assurance.
- Ensure that all electronic and hard case files and databases are maintained in accordance with contract requirements and all records required by IRC national offices are submitted on time and in accordance with guidelines.
- Oversee budget and approve expenses on Reception and Placement, Matching Grant and other resettlement-related funds, ensuring costs are maintained within allocated budgets.
- Ensure timely delivery to IRC national office of all R&P case reports.
- Oversee the recruitment, hiring, and training of resettlement services team members and ensure they are properly supervised.

5) Job Descriptions

- Maintain ongoing communication with the Executive Director on the status of the programs, clients and outcomes and provide timely reports on any management and contract compliance issues.
- Participate actively on the IRC Charlottesville Leadership Team and liaise with other program managers to ensure efficient collaboration with all departments in the delivery of quality services.

Requirements:

- Undergraduate degree required.
- Minimum two years experience in managing human service programs including previous experience in supervising staff.
- Proven ability to work under pressure with deadlines and manage multiple priorities in a fast-paced environment.
- Outstanding organizational, leadership and team-building skills.
- Ability to communicate effectively and diplomatically with multi-cultural clients and colleagues.
- International work or study experience and second language abilities or demonstrated ability to work successfully in a multi-cultural environment.
- Proficient in Microsoft Office applications (Word, Excel, Outlook, PowerPoint) and internet research.

The Nepali Interpreter provides interpretation on site at the IRC office for various educational and cultural orientation programs as well as for individual clients receiving services in resettlement, employment, immigration and family support. This is a part-time position (20 hours per week) reporting to the Manager, Resettlement Services.

Responsibilities may include, but are not limited to:

- Provide Nepali language interpretation for educational and cultural orientation programs including job orientation classes, cultural orientation for newly arriving refugees, financial literacy classes, and life skills workshops, among others.
- Provide Nepali language interpretation for individual client meetings and counseling with staff members.
- Assist clients in understanding standardized forms including applications for social security, social services, employment applications, etc.

Requirements:

- Demonstrated experience working as a Nepali/English community interpreter including successful completion of IRC Charlottesville's interpreter services training program or other documented interpreter training program.
- Demonstrated success working and communicating effectively in a multi-cultural environment.
- Excellent organizational skills, detail oriented, reliable and punctual.
- Previous work experience in a social services, humanitarian relief, public service, or educational environment a plus.
- Basic computer skills and knowledge of Microsoft Office applications a plus.
- Available to work on Mondays, Wednesdays and Thursdays.

The Office Manager/Receptionist supports all of IRC Charlottesville's staff by greeting and assisting visitors, providing administrative support to staff, and fulfilling the role of office manager. This position is under the supervision of the Finance Manager.

Responsibilities:

- Greet visitors, ascertain their needs, answer basic questions, and direct them to the appropriate staff person. Manage flow of visitors during peak periods such as open office hours.
- Answer and direct incoming telephone calls. Take messages and answer basic questions.
- Assist with safety and security measures as required.
- Order and maintain stock of needed office supplies. Review inventory and monitor prices.
- Maintain office equipment including copier, fax, printer, scanner and projector in good working order. Arrange for maintenance and repair as needed.
- Liaise with office landlord on maintenance concerns. Monitor ongoing required maintenance such as replacing air filters and light bulbs.
- Liaise with cleaning company on semi-weekly service. Regularly take recycling bin to curb. Coordinate with shredding company on regular required document disposal.
- Serve as first point of contact for IT issues, maintain familiarity with servers, network router, and other system equipment. Monitor telephone system; update voice mail and extensions as needed for new staff.
- Receive and distribute mail. Process outgoing mail and deposit in mailbox on daily basis.

5) Job Descriptions

- Complete purchase orders, review invoices, and prepare payment vouchers for vendors including office supplies, property management, utilities, equipment maintenance, and cleaning company.
- Provide administrative support to the Finance Director and the Interpreter Services Program Manager as requested. Assist contract interpreters as needed with use of office computer to scan and submit their invoices.

Requirements:

- High school diploma required; some university education preferred
- Fluent in English with strong verbal and written communication skills
- Demonstrated proficiency with Microsoft Office programs including Excel, Word and Outlook
- Ability to speak a refugee language a plus (e.g. Burmese, Karen, Arabic, French, Swahili, Nepalese, Farsi/Dari)
- Must be well-organized, reliable, professional, detail oriented and flexible
- Desire to work as a team member and in a multicultural workplace
- US work authorization

6) Description of Volunteer Responsibilities

Volunteer Responsibilities and Coordination

Volunteers are an integral part of the comprehensive support services the IRC provides all its clients. Each year approximately 100 community members serve as tutors, classroom aides, family mentors, casework and employment assistants, with about 40 volunteers actively involved at any given time. These include six to eight college seniors who serve year-long internships, many of them in preparation for careers in global affairs. Volunteers commit to serving three to five hours a week for approximately six months. Interns commit to approximately 10 hours a week for a semester or the entire academic year, and up to 17 hours during the summer.

IRC Community Relations Coordinator Terri DiCintio has managed volunteer operations in Charlottesville since 1999. She assesses staff needs for volunteers and interns; designs volunteer and intern roles to meet staff and client needs; oversees recruitment, screening, training and supervision of volunteers; serves as a liaison with academic internship and work study programs; provides ongoing support and guidance for volunteers; collects data on volunteer activities and hours; assesses volunteer and internship experiences; and creates post-engagement activities for alumni volunteers and interns. As part of the leadership team, the community relations coordinator meets weekly with the executive director, employment supervisor and resettlement manager to discuss office-wide needs and objectives. She also participates in weekly cross-team case management meetings where individual client needs are reviewed. She regularly shares information and experience on volunteer recruitment and management with other IRC volunteer coordinators through a formal nationwide community of practice, and serves as a mentor for offices implementing the IRC's volunteer operations model.

6) Description of Volunteer Responsibilities

The community relations coordinator ensures that volunteer needs and roles are clearly defined in a pre-recruitment planning phase. Recruitment takes place year-round through word of mouth, information tables at community events, presentations to school and community groups, flyers, posters and brochures, stories in local media, partner organizations' newsletters or websites, public service announcements, websites, Facebook, and e-newsletters. Interns regularly come to the IRC through longstanding partnerships with area colleges, including the University of Virginia's Weldon Cooper Center for Public Service.

All volunteers are required to participate in a two-hour group orientation followed by one-on-one training by IRC staff. Orientation and training of volunteers aims to ensure that volunteers and interns understand the IRC's mission, values, policies and procedures; local office operations, the refugee resettlement process; general information on refugee populations; safety and security protocols; best practices on communication with clients; guidelines for maintaining client confidentiality; and specific responsibilities of their assigned roles.

The volunteer positions directly related to the comprehensive case management, ELT, and employment services detailed in this proposal are described below.

Employment volunteers assist IRC employment specialists in providing job-related services to newly arriving refugees. Activities may include conducting weekly job searches for opportunities in the Charlottesville area, and assisting clients with online job searches, job applications, resumes and cover letters. Employment volunteers may also help prepare clients for interviews, introduce them to U.S. work culture, help them practice job-specific English, arrange for job interviews and provide escort and follow up, and conduct job visits with refugee clients to practice in-person job search skills.

6) Description of Volunteer Responsibilities

Job Readiness volunteers help teach classes in job search skills for newly arrived refugees seeking employment, following a written curriculum that includes instruction on American workplace culture, interview skills, filling out applications and job search strategies.

Financial Literacy volunteers help facilitate a weekly one-hour financial literacy class for newly arrived refugees, using a six-unit written curriculum.

ELT tutors volunteer to help refugees improve their English. ELT tutors commit to at least two one-hour sessions per week for a minimum of six months. Tutoring takes place in the client's home or during regular twice-weekly tutoring sessions held on site at the downtown IRC office.

ELT classroom assistants support IRC's ELT instructor through assisting during lessons and provide individual assistance to clients during English classes, which take place for two hours every weekday morning.

Casework volunteers assist staff with providing direct client services, including shopping for and setting up households for arriving refugee families, transporting and accompanying clients to the Department of Motor Vehicles, Social Security, Health Department, and UVA Medical Center. Responsibilities may also include teaching clients how to cash checks, use an ATM, take public transportation, and go grocery shopping. Casework volunteers may occasionally do administrative tasks such as data entry, filing, answering and making phone calls.

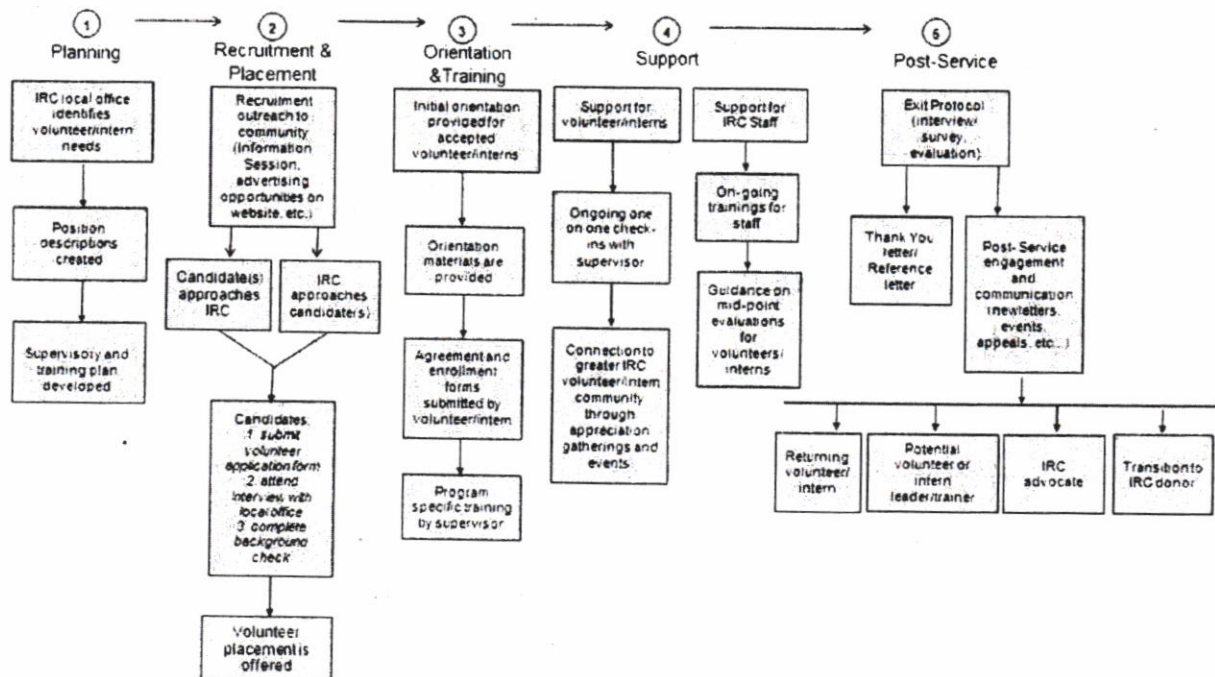
Family Mentors help refugees acclimate and acculturate to life in the U.S. and Charlottesville. Family mentors are matched with families or individual refugees, and serve as their "first American friend." Their activities may include: providing a neighborhood orientation, hosting family dinners, helping the family navigate bus routes and the grocery store, helping the

6) Description of Volunteer Responsibilities

family learn about free or low-cost community resources, assisting families with managing household affairs, and practicing English skills.

The IRC has developed explicit policies and procedures based on best practices for recruiting, training, and managing volunteers. These are outlined in a comprehensive Volunteer Operations Manual developed over a two-year period, involving a working group of ten IRC volunteer management experts from across the country including the IRC Charlottesville community relations coordinator. The manual covers all aspects of volunteer recruitment, orientation, training, management, support and post-service activities. The chart below summarizes these activities.

The 5 Stages of a Volunteer Life Cycle: Summary Map



Attachments in this section include:

7. IRC Confidentiality policy
8. Program Assurances Statement (Attachment C)
9. Signed Assurance, Non-construction Programs (Attachment D)
10. Certification Regarding Lobbying, Debarment, and Drug free Workplace (Attachment E)
11. W-9 and Certification (Attachment F)
12. FFATA Sub-recipient Data Form (Attachment G)
13. State Corporation Commission Form (Attachment H)
14. IRS Tax-Exempt Letter 501(c)(3)
15. Organizational Audit



7) Client Confidentiality: Policy

I. INTRODUCTION

Maintaining client confidentiality is among the core principles of social service provision. The National Association of Social Workers (NASW)¹ stresses privacy and confidentiality as an ethical standard, and federal and state legislation uphold these principles. As a standard practice, the International Rescue Committee (IRC) seeks to protect the confidential nature of the relationship between its clients and staff and regularly revises its policies and procedures in order to ensure that all cases are handled with the maximum degree of care.

Client casefiles are official documents and are designed to provide an accurate portrayal of all services and referrals provided by IRC. All documentation contained in client casefiles shall remain confidential and may not be released to third parties without a client's *written consent* (utilizing a Client Release Form – attached) unless mandated by law or court order.

While maintaining confidentiality is a key principle of service provision, in certain situations, caseworkers may be mandated by law to report information revealed to them during their interactions with clients. These situations would include a client expressing the intention of hurting her/himself or others, or if the welfare of a minor is at risk. Other situations include case anomalies and suspected instances of fraud. As stipulated by the Cooperative Agreement for the Reception and Placement (R&P) program, IRC staff must report via the appropriate channels all such instances as required by the Department of State, Bureau of Populations, Refugees and Migration, IRC's cognizant funding agency. *However, please note that IRC resettlement staff (including caseworkers) should never make the decision to breach the confidentiality of an IRC client without first consulting with their resettlement director or national director.*

In addition, client casefiles may be subject to a court ordered subpoena. In the event of a court ordered subpoena, IRC resettlement staff shall contact IRC Legal immediately so that they may request that the court withdraw the order where disclosure may harm the client, or limit the order as narrowly as possible.

II. FILE SECURITY

In order to maintain the confidential nature of client information, casefiles must be kept in a secure location. While the means of providing security may vary depending on the set-up of a particular office, attention should be given to storing files in a way that prevents unauthorized access. For example, caseworkers may store files in a locked drawer for which the key is kept in a safe location in the IRC office known to the resettlement director and authorized resettlement staff. Please note that the key should not be removed from the IRC office so that it is always available. As an alternative, resettlement staff may keep files in a locked room to which there is no unauthorized access, such as by cleaning crews during non-business hours. While working on files throughout the day, caseworkers should not leave files unattended on

¹ National Association of Social Workers (NASW), *Code of Ethics of the National Association of Social Workers*, <http://www.socialworkers.org/pubs/code/code.asp>; §1.07 and 2.02.



7) Client Confidentiality: Policy

their desks and should place files in a secure location when leaving their workspace. Files requiring added security (such as those for victims of trafficking, special medical cases, and other high risk cases) should be stored in a designated locked area separated from other casefiles.

As an added security precaution, client casefiles should not be removed from the IRC office. If information from a client's file is needed during home visits or meetings with external service providers, staff should take photocopies of the relevant documents rather than transporting a client's original file. These copies for out-of-office use should be shredded immediately upon return to the office and must never be disposed of in any trash receptacle in unshredded form. In the event that a casefile is requested to be transferred to another IRC office, files should be sent using Federal Express or another secure mail service. (For more information, see *The Case Worker's Kiosk*, Section 3.10, p.25)

Inactive resettlement casefiles ready to be stored should be shipped using a secure mail service to Stanford University's Hoover Institute. The Hoover Institute offers an archiving system that provides the IRC the opportunity to retain files in a secure location and contribute to Hoover's tradition of preserving records of political victims.

For more information about the Hoover Institution, please visit <http://www.hoover.org/hila/collections/5676586.html>.

III. ELECTRONIC FILE SECURITY

Electronic casefile information must be treated with the same care and discretion as paper files. All electronic document files (e.g. Word, Excel) and file-based databases (Access) referencing client information should be stored in a secure folder on a network file server, if available. Under no circumstances should such files be stored on a home personal computer (PC) or a laptop that is removed from the office. Document file back-up media (tapes, CDs, disks, thumb drives) should be stored in a secure location, and should not be removed from the office unless the data is encrypted.

At a minimum, resettlement staff should do the following:

- be particularly careful to maintain the secrecy of their passwords, and change them regularly.
- lock their PCs ([Ctrl]-[Alt]-[Delete], [Lock Computer]) when leaving their desks, and log off completely when leaving the office.
- avoid checking IRC e-mail or accessing other IRC web-based services from internet cafes, libraries, or other publicly accessible PCs, as activity may be tracked, and personal logon credentials may be captured.
- when accessing IRC web-based services from home, ensure that their PC and home network (if any) are protected against viruses, spyware, intrusion (hacking), and other threats which may compromise the confidentiality of IRC information. See Section IX of this Policy for some useful references, and check the antivirus software vendor's website for additional tips and information.



7) Client Confidentiality: Policy

In addition, resettlement staff should be mindful of the IRC Information Technology Policy outlined in IRC's domestic employment policies and found on the IRC Intranet.

IV. FILE DOCUMENTATION

Correct file documentation also protects client confidentiality. The following recommendations are provided to streamline documentation procedures across all IRC resettlement offices:

Cover Stamp

In order to emphasize the confidential nature of client information, the cover of all files should be stamped: "Confidential: Not for Public Review".

Unrelated Cases / Individuals

In compliance with the PRM Cooperative Agreement, IRC resettlement staff shall create a unique casefile for all new arrivals. Information contained in client files should pertain only to that case, and should not reference unrelated cases or individuals. If a particular document, such as an arrivals memo, contains information on unrelated individuals, that information should be blacked out or, if appropriate, the entire document removed in compliance with the redaction procedures described in **Section VI** of this Policy.

As an exception to this rule, information should never be redacted from overseas processing documents such as biodata sheets, assurances, and affidavits of relationship (AORs), as these are official documents and may not be altered.

E-mail Messages

E-mail messages should never be included in casefiles, as they frequently reference unrelated individuals and contain unnecessary or private information. If an e-mail exchange contains pertinent information related to the provision of required services, the caseworker should summarize the relevant facts (excluding references to unrelated individuals or private information) in a casenote rather than including the email message in a client's file.

Special Medical Cases

In 1996, the US Department of Health and Human Services implemented the Health Insurance Portability and Accountability Act (HIPAA), which increased the level of protection afforded to patient medical records. As a result of this legislation, service providers are required to use additional precautions when handling sensitive medical information.² When working with special medical cases, caseworkers should not reveal a client's specific diagnosis in casenotes. Instead, staff should document general service provision details such as doctor's appointments attended and referrals provided.

² United States Department of Health & Human Services, *Summary of the HIPAA Privacy Rule*, <http://www.hhs.gov/ocr/privacysummary.pdf>, page 1.



7) Client Confidentiality: Policy

The IRC Refugee Resettlement System (RRS) includes several mechanisms for protecting the confidentiality of special medical clients, while providing necessary information for those who need to know about it:

- Special medical cases are identified with a red 'Class A Medical' indicator, which can only be seen by authorized staff members.
- Several reports on Class A Medical cases are secured in the same manner.
- The ability to view Refugee Processing Center (RPC) biodata is restricted to staff members authorized to view Class A Medical information, since the biodata may contain information on special medical conditions.

Victims of Trafficking

Because of the heightened security risks faced by victims of trafficking, additional restrictions apply to the handling of their casefiles. Regulations mandated and standardized by the United States Conference of Catholic Bishops (USCCB) funded anti-trafficking program (in which IRC participates as a subcontractor) require caseworkers to assign a unique code to each client (*first initial then last initial – month of birth – year of birth, ex: MB-04-73*) and only use this code when referring to that client in casenotes and other conversations. Clients' names and addresses should not be included in files if possible, and files should be stored in locked cabinets. When entering client information into the Refugee Resettlement System (RRS), caseworkers should use client codes instead of names and the IRC office address instead of clients' personal contact information.

For more information about confidentiality and trafficking, see the USCCB Program Operations Manual and the IRC Social Services Manual for Victims of Human Trafficking.³

High Risk Cases

Certain other cases require added security precautions. In handling these high risk cases, staff should take care to protect the identity of these individuals. Clients' names and addresses should not be included in files if at all possible, and files should be stored in a designated locked location.

V. REFUGEE EMPLOYEES

In the event that former clients become IRC employees, their files should be placed in a designated locked location in order to prevent other staff from having access to their casefiles.

VI. REDACTION PROCEDURES

If documents contain information on unrelated cases or individuals, caseworkers should determine with their supervisor whether or not the document is essential to a client's file. Non-essential documents should be removed entirely while essential documents should be redacted using the steps outlined below:

³ International Rescue Committee, *Social Service Manual: A Guide for Case Managers*; United States Conference of Catholic Bishops, *Anti-Trafficking Services Contract - Program Operations Manual*.



7) Client Confidentiality: Policy

1. Remove the document from the file and black out unnecessary information using a permanent marker.
2. Make a photocopy of the blacked-out document.
3. Place the copy in the casefile.
4. Place the original document in a secure administrative file.

Documents that require excessive redaction may become nonsensical and should be removed from the file. Pertinent information from the removed documents may be referenced in casenotes. For example, if an attendance list from an English language training class were to be included in a casefile, all names but one would have to be redacted, rendering the document useless. Instead of including attendance lists in casefiles, resettlement staff should make a casenote entry that documents the client's attendance in the class and/or other special events. Attendance sheets should never be included in files as evidence of client attendance but may be kept and stored in a secure central file.

VII. TRAINING AND POLICY MONITORING AND ENFORCEMENT

Resettlement staff will receive training on this policy through case management trainings and workshops. In order to ensure the full implementation of the revised guidelines on client confidentiality, IRC senior management will assess resettlement staff compliance with ongoing monitoring. IRC senior management will also evaluate the effectiveness of this policy and will implement changes as needed.

VIII. CONFIDENTIALITY AGREEMENT

After reviewing the revised client confidentiality procedures, all staff with access to casefiles must sign the attached *Client Confidentiality Agreement*, which will be included in each employee's personnel file.

IX. ATTACHMENTS

The following materials have been provided as additional resources with regard to confidentiality:

- IRC Record Retention Policy (revised)
- IRC Code of Ethics
- IRC Client Confidentiality Agreement (signed by the employee)
- IRC Client Release Form (signed by the client)
- Microsoft Security At Home
<http://www.microsoft.com/athome/security/default.msp>
- U.S. Computer Emergency Readiness Team - Home Computer Security Guidelines
http://www.us-cert.gov/reading_room/HomeComputerSecurity/
- U.S. Computer Emergency Readiness Team - Home Network Security Guidelines
http://www.us-cert.gov/reading_room/home-network-security/

PROGRAM ASSURANCES STATEMENT

In contracting with the Office of Newcomer Services, Virginia Department of Social Services, my organization assures that:

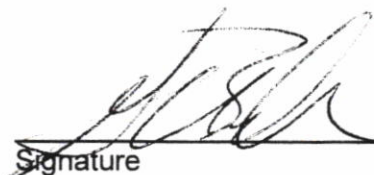
- A. The primary service goal will be to enable refugees to obtain employment as quickly as possible after enrolling in Refugee Social Services or the Targeted Assistance Program.

My organization assures that to it agrees to:

1. Utilize the ONS Comprehensive Resettlement Plan (CRP) or a **comparable** alternative for arriving refugees (includes all eligible populations) and/or all members of the refugee family, if it proposes to provide refugee resettlement services under the Refugee Social Services (RSS) and TAP sections of this RFP.
 2. Accept that comprehensive resettlement includes Reception and Placement (R&P) and Matching Grant (MG) case activities for RSS and TAP clients. The Contractor agrees that ONS must have ready access to R&P and MG case files.
 3. Keep, in the client's case file, proof in the form of documentation issued by the appropriate federal agency that verifies one of the eligibility statuses listed in **Section II A – Eligible Individuals to be Served**. Such documentation would include: a copy of the client's I-94, I-551/I-551B, asylum letter, and/or victim of trafficking certification.
- B. Provide services that are culturally and linguistically compatible with each refugee client's language and cultural background, and sensitive to gender issues.
- C. Make available to refugee women the same opportunities given to refugee men to participate in all appropriate services, including job placement and to include the use of bilingual/bicultural women on staff to ensure adequate service access by refugee women and cultural sensitivity
- D. Provide accurate information on refugees that are enrolled in TANF and RCA, and to adhere to a mechanism to ensure that, as a condition of eligibility, employable refugee adults who apply for refugee cash assistance are informed that they must register for work with an appropriate employment services agency, and will ensure that the individual is informed that he/she must participate in an employment service within 30 days after receipt of aid.
- E. Make available and offer English language instruction concurrent with employment or employment support services, and offered at times and places accessible by the refugee.
- F. Cooperate with ONS when it conducts program reviews and evaluations which can occur at any time.
- G. Provide written notice within 30 days of any changes in the program staff as outlined in the project narrative, and include a revised position description if applicable. This notice must be sent to the Senior Contract Specialist.
- H. Provide services under the Virginia Refugee Resettlement Program without charging a fee for providing the services outlined in the contract documents or use income to determine eligibility.
- I. To strengthen communication and cooperation with the Office of Newcomer Services, to provide comprehensive and integrative resettlement services, and to provide continuous program improvement by the doing the following:

8) Program Assurances Statement (**Attachment C**)

1. Conduct quarterly consultations with representatives of local affiliates of voluntary resettlement agencies, local community service agencies, local governments, and other agencies that serve refugees to plan and coordinate the appropriate placement of refugees in advance of the refugees' arrival.
 2. Inform the State Refugee Coordinator at the moment a Contractor has any evidence – regardless of its significance – that a resettlement case is not progressing or conforming to basic program expectations.
 3. Participate in a mid-year and annual program review to evaluate the agency's service delivery and progress toward outcomes.
 4. Conduct on-going planning to ensure program flexibility and agency responsiveness to changes that impact refugee resettlement programs and services.
 5. Provide ONS with the method and information by which ONS can make contact with an authorized agency representative at any time.
 6. Adhere to the Business Hours and Accessibility to Clients set forth in Section P of the **Special Terms and Conditions**
 7. Adhere to the *Communication Protocol* set forth in Section Q of the **Special Terms and Conditions**.
 8. Adhere to the *Difficult Case Protocol* set forth in Section R of the **Special Terms and Conditions**.
- J. My organization agrees to be an active participant in the Virginia Newcomer Information System (VNIS) database, and, as such, to do the following:
- a. Regularly enter client and service data into VNIS
 - b. Have or develop the staff and computer system capability and resources to participate in the VNIS statewide network.
 - c. Designate one staff person that will have VNIS responsibilities and be the VNIS point of contact for ONS.
 - d. Participate in VNIS User training and/or User Group.
 - e. Participate in trainings, system upgrades, and VNIS maintenance as directed by ONS.
 - f. Adhere to all ONS reporting requirements.
 - g. Adhere to all VDSS Security and User requirements.

 George Biddle
Signature Title Date 6/26/12

ASSURANCES - NON-CONSTRUCTION PROGRAMS

Public reporting burden for this collection of information is estimated to average 15 minutes per response, including time for reviewing instructions, searching existing data sources, gathering and maintaining the data needed, and completing and reviewing the collection of information. Send comments regarding the burden estimate or any other aspect of this collection of information, including suggestions for reducing this burden, to the Office of Management and Budget, Paperwork Reduction Project (0348-0040), Washington, DC 20503.

PLEASE DO NOT RETURN YOUR COMPLETED FORM TO THE OFFICE OF MANAGEMENT AND BUDGET. SEND IT TO THE ADDRESS PROVIDED BY THE SPONSORING AGENCY.


NOTE: Certain of these assurances may not be applicable to your project or program. If you have questions, please contact the awarding agency. Further, certain Federal awarding agencies may require applicants to certify to additional assurances. If such is the case, you will be notified.

As the duly authorized representative of the applicant, I certify that the applicant:

1. Has the legal authority to apply for Federal assistance and the institutional, managerial and financial capability (including funds sufficient to pay the non-Federal share of project cost) to ensure proper planning, management and completion of the project described in this application.
2. Will give the awarding agency, the Comptroller General of the United States and, if appropriate, the State, through any authorized representative, access to and the right to examine all records, books, papers, or documents related to the award; and will establish a proper accounting system in accordance with generally accepted accounting standards or agency directives.
3. Will establish safeguards to prohibit employees from using their positions for a purpose that constitutes or presents the appearance of personal or organizational conflict of interest, or personal gain.
4. Will initiate and complete the work within the applicable time frame after receipt of approval of the awarding agency.
5. Will comply with the Intergovernmental Personnel Act of 1970 (42 U.S.C. §§4728-4763) relating to prescribed standards for merit systems for programs funded under one of the 19 statutes or regulations specified in Appendix A of OPM's Standards for a Merit System of Personnel Administration (5 C.F.R. 900, Subpart F).
6. Will comply with all Federal statutes relating to nondiscrimination. These include but are not limited to: (a) Title VI of the Civil Rights Act of 1964 (P.L. 88-352) which prohibits discrimination on the basis of race, color or national origin; (b) Title IX of the Education Amendments of 1972, as amended (20 U.S.C. §§1681-1683, and 1685-1686), which prohibits discrimination on the basis of sex; (c) Section 504 of the Rehabilitation Act of 1973, as amended (29 U.S.C. §794), which prohibits discrimination on the basis of handicaps; (d) the Age Discrimination Act of 1975, as amended (42 U.S.C. §§6101-6107), which prohibits discrimination on the basis of age; (e) the Drug Abuse Office and Treatment Act of 1972 (P.L. 92-255), as amended, relating to nondiscrimination on the basis of drug abuse; (f) the Comprehensive Alcohol Abuse and Alcoholism Prevention, Treatment and Rehabilitation Act of 1970 (P.L. 91-616), as amended, relating to nondiscrimination on the basis of alcohol abuse or alcoholism; (g) §§523 and 527 of the Public Health Service Act of 1912 (42 U.S.C. §§290 dd-3 and 290 ee 3), as amended, relating to confidentiality of alcohol and drug abuse patient records; (h) Title VIII of the Civil Rights Act of 1968 (42 U.S.C. §§3601 et seq.), as amended, relating to nondiscrimination in the sale, rental or financing of housing; (i) any other nondiscrimination provisions in the specific statute(s) under which application for Federal assistance is being made; and, (j) the requirements of any other nondiscrimination statute(s) which may apply to the application.
7. Will comply, or has already complied, with the requirements of Titles II and III of the Uniform Relocation Assistance and Real Property Acquisition Policies Act of 1970 (P.L. 91-646) which provide for fair and equitable treatment of persons displaced or whose property is acquired as a result of Federal or federally-assisted programs. These requirements apply to all interests in real property acquired for project purposes regardless of Federal participation in purchases.
8. Will comply, as applicable, with provisions of the Hatch Act (5 U.S.C. §§1501-1508 and 7324-7328) which limit the political activities of employees whose principal employment activities are funded in whole or in part with Federal funds.

9) Signed Assurance, Non-construction Programs (Attachment D)

9. Will comply, as applicable, with the provisions of the Davis-Bacon Act (40 U.S.C. §§276a to 276a-7), the Copeland Act (40 U.S.C. §276c and 18 U.S.C. §874), and the Contract Work Hours and Safety Standards Act (40 U.S.C. §§327-333), regarding labor standards for federally-assisted construction subagreements.
10. Will comply, if applicable, with flood insurance purchase requirements of Section 102(a) of the Flood Disaster Protection Act of 1973 (P.L. 93-234) which requires recipients in a special flood hazard area to participate in the program and to purchase flood insurance if the total cost of insurable construction and acquisition is \$10,000 or more.
11. Will comply with environmental standards which may be prescribed pursuant to the following: (a) institution of environmental quality control measures under the National Environmental Policy Act of 1969 (P.L. 91-190) and Executive Order (EO) 11514; (b) notification of violating facilities pursuant to EO 11738; (c) protection of wetlands pursuant to EO 11990; (d) evaluation of flood hazards in floodplains in accordance with EO 11988; (e) assurance of project consistency with the approved State management program developed under the Coastal Zone Management Act of 1972 (16 U.S.C. §§1451 et seq.); (f) conformity of Federal actions to State (Clean Air) Implementation Plans under Section 176(c) of the Clean Air Act of 1955, as amended (42 U.S.C. §§7401 et seq.); (g) protection of underground sources of drinking water under the Safe Drinking Water Act of 1974, as amended (P.L. 93-523); and, (h) protection of endangered species under the Endangered Species Act of 1973, as amended (P.L. 93-205).
12. Will comply with the Wild and Scenic Rivers Act of 1968 (16 U.S.C. §§1271 et seq.) related to protecting components or potential components of the national wild and scenic rivers system.
13. Will assist the awarding agency in assuring compliance with Section 106 of the National Historic Preservation Act of 1966, as amended (16 U.S.C. §470), EO 11593 (identification and protection of historic properties), and the Archaeological and Historic Preservation Act of 1974 (16 U.S.C. §§469a-1 et seq.).
14. Will comply with P.L. 93-348 regarding the protection of human subjects involved in research, development, and related activities supported by this award of assistance.
15. Will comply with the Laboratory Animal Welfare Act of 1966 (P.L. 89-544, as amended, 7 U.S.C. §§2131 et seq.) pertaining to the care, handling, and treatment of warm blooded animals held for research, teaching, or other activities supported by this award of assistance.
16. Will comply with the Lead-Based Paint Poisoning Prevention Act (42 U.S.C. §§4801 et seq.) which prohibits the use of lead-based paint in construction or rehabilitation of residence structures.
17. Will cause to be performed the required financial and compliance audits in accordance with the Single Audit Act Amendments of 1996 and OMB Circular No. A-133, "Audits of States, Local Governments, and Non-Profit Organizations."
18. Will comply with all applicable requirements of all other Federal laws, executive orders, regulations, and policies governing this program.

| | |
|--|-----------------------------------|
| SIGNATURE OF AUTHORIZED CERTIFYING OFFICIAL  | TITLE Executive Vice President |
| APPLICANT ORGANIZATION International Rescue Committee, Inc. | DATE SUBMITTED 10/20/12 |

Attachment E

FEDERAL CERTIFICATION REGARDING LOBBYING

Certification for Contracts, Grants, Loans, and Cooperative Agreements

The undersigned certifies, to the best of his or her knowledge and belief, that:

(1) No Federal appropriated funds have been paid or will be paid, by or on behalf of the undersigned, to any person for influencing or attempting to influence an officer or employee of an agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with the awarding of any Federal contract, the making of any Federal grant, the making of any Federal loan, the entering into of any cooperative agreement, and the extension, continuation, renewal, amendment, or modification of any Federal contract, grant, loan, or cooperative agreement.

(2) If any funds other than Federal appropriated funds have been paid or will be paid to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with this Federal contract, grant, loan, or cooperative agreement, the undersigned shall complete and submit Standard Form-LLL, "Disclosure Form to Report Lobbying," in accordance with its instructions.

(3) The undersigned shall require that the language of this certification be included in the award documents for all sub-awards at all tiers (including subcontracts, sub-grants, and contracts under grants, loans, and cooperative agreements) and that all sub-recipients shall certify and disclose accordingly. This certification is a material representation of fact upon which reliance was placed when this transaction was made or entered into. Submission of this certification is a prerequisite for making or entering into this transaction imposed by section 1352, title 31, U.S. Code. Any person who fails to file the required certification shall be subject to a civil penalty of not less than \$10,000 and not more than \$100,000 for each such failure.

Statement for Loan Guarantees and Loan Insurance

The undersigned states, to the best of his or her knowledge and belief, that:

If any funds have been paid or will be paid to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with this commitment providing for the United States to insure or guarantee a loan, the undersigned shall complete and submit Standard Form-LLL, "Disclosure Form to Report Lobbying," in accordance with its instructions. Submission of this statement is a prerequisite for making or entering into this transaction imposed by section 1352, title 31, U.S. Code. Any person who fails to file the required statement shall be subject to a civil penalty of not less than \$10,000 and not more than \$100,000 for each such failure.

Certification Regarding Drug-Free Workplace Requirements

The grantee certifies that it will or will continue to provide a drug-free workplace by:

- (a) Publishing a statement notifying employees that the unlawful manufacture, distribution, dispensing, possession, or use of a controlled substance is prohibited in the grantee's workplace and specifying the actions that will be taken against employees for violation of such prohibition;
- (b) Establishing an ongoing drug-free awareness program to inform employees about --
 - (1) The dangers of drug abuse in the workplace;
 - (2) The grantee's policy of maintaining a drug-free workplace;
 - (3) Any available drug counseling, rehabilitation, and employee assistance programs; and
 - (4) The penalties that may be imposed upon employees for drug abuse violations occurring in the workplace;
- c) Making it a requirement that each employee to be engaged in the performance of the grant be given a copy of the statement required by paragraph (a);
- (d) Notifying the employee in the statement required by paragraph (a) that, as a condition of employment under the grant, the employee will --
 - (1) Abide by the terms of the statement; and
 - (2) Notify the employer in writing of his or her conviction for a violation of a criminal drug statute occurring in the workplace no later than five calendar days after such conviction;
- (e) Notifying the agency in writing, within ten calendar days after receiving notice under paragraph (d)(2) from an employee or otherwise receiving actual notice of such conviction. Employers of convicted employees must provide notice, including position title, to every grant officer or other designee on whose grant activity the convicted employee was working, unless the Federal agency has designated a central point for the receipt of such notices. Notice shall include the identification number(s) of each affected grant;
- (f) Taking one of the following actions, within 30 calendar days of receiving notice under paragraph (d)(2), with respect to any employee who is so convicted --
 - (1) Taking appropriate personnel action against such an employee, up to and including termination, consistent with the requirements of the Rehabilitation Act of 1973, as amended; or
 - (2) Requiring such employee to participate satisfactorily in a drug abuse assistance or rehabilitation program approved for such purposes by a Federal, State, or local health, law enforcement, or other appropriate agency;
- (g) Making a good faith effort to continue to maintain a drug-free workplace through implementation of paragraphs (a), (b), (c), (d), (e) and (f).

CERTIFICATION REGARDING DEBARMENT, SUSPENSION AND OTHER RESPONSIBILITY MATTERS

Certification Regarding Debarment, Suspension, and Other Responsibility Matters--Primary Covered Transactions

(1) The prospective primary participant certifies to the best of its knowledge and belief, that it and its principals:

(a) Are not presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded by any Federal department or agency;

(b) Have not within a three-year period preceding this proposal been convicted of or had a civil judgment rendered against them for commission of fraud or a criminal offense in connection with obtaining, attempting to obtain, or performing a public (Federal, State or local) transaction or contract under a public transaction; violation of Federal or State antitrust statutes or commission of embezzlement, theft, forgery, bribery, falsification or destruction of records, making false statements, or receiving stolen property;

(c) Are not presently indicted for or otherwise criminally or civilly charged by a governmental entity (Federal, State or local) with commission of any of the offenses enumerated in paragraph (1)(b) of this certification; and

(d) Have not within a three-year period preceding this application/proposal had one or more public transactions (Federal, State or local) terminated for cause or default.

(2) Where the prospective primary participant is unable to certify to any of the statements in this certification, such prospective participant shall attach an explanation to this proposal.

Certification Regarding Debarment, Suspension, Ineligibility and Voluntary Exclusion--Lower Tier Covered Transactions

(1) The prospective lower tier participant certifies, by submission of this proposal, that neither it nor its principals is presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from participation in this transaction by any Federal department or agency.

(2) Where the prospective lower tier participant is unable to certify to any of the statements in this certification, such prospective participant shall attach an explanation to this proposal.

W-9 REQUEST FOR TAXPAYER IDENTIFICATION NUMBER(S) AND CERTIFICATE

Each person or organization doing business with the Commonwealth of Virginia must provide the following information:

ORGANIZATION ENTITY:

Please provide reportable name where applicable.

- ☒ Original Submission
☐ Additional Addresses (See Back of Form)
☐ Address correction

Check Only One:

☐ Individual ☐ Sole Proprietor ☒ Corporation
☐ Partnership ☐ Government ☐ Trust
☐ Estate ☐ Other (Please Describe) _____

Social Security Number _____

Employer Identification Number _____

and/or

135660870

ENTER THE FOLLOWING:

Legal Name International Rescue Committee, Inc.

(Must match the Social Security Number, if applicable)

Trade Name International Rescue Committee, Inc.

(Must match the Employer Identification Number, if applicable)

Payment Address:**IRS 1099 Form Mailing Address:**

122 East 42nd Street

NY, NY 10168

DUNS # _____

DUNS # 078854940

Contact Person _____ Telephone Number (212) 551-3000

Please respond to the following: (See back of form for definitions.)

| | | |
|-------------------------------------|---|---|
| Are you a United States Citizen? | Yes <input checked="" type="checkbox"/> | No _____ |
| Is your organization tax exempt? | Yes <input checked="" type="checkbox"/> | No _____ |
| Are you a Real Estate Agent? | Yes _____ | No <input checked="" type="checkbox"/> |
| Are you a Minority owned business? | Yes _____ | No <input checked="" type="checkbox"/> |
| Are you a Woman owned business? | Yes _____ | No <input checked="" type="checkbox"/> |
| Are you a Small business? | Yes _____ | No <input checked="" type="checkbox"/> |
| Are you a Faith Based Organization? | Yes _____ | No <input checked="" type="checkbox"/> (See Back) |

If you are a Minority owned business, please indicate the type of Minority.

☐ African American ☐ Hispanic American ☐ Native American
☐ Asian-Pacific American ☐ Subcontinent-Asian American ☐ Other Minority

Are you registered with the Dept. of Minority Business Enterprise? If yes, enter your certificate # _____

Government Agencies, please respond to the following:

Are you Federal _____, State _____ or Local _____? (Please check one.)

If you are considered Local, what is your FIPS Code? _____

Certification - Under penalties of perjury, I certify that:

- (1) The number (s) shown on this form is my correct taxpayer identification number (s) (or I am waiting for a number to be issued to me).
- (2) The organization entity and all other information provided is accurate.
- (3) I am not subject to backup withholding either because I have not been notified that I am subject to backup withholding because of a failure to report all interest or dividends or the Internal Revenue Service has notified me that I am no longer subject to backup withholding.
- (4) I am a U.S. citizen (including a U.S. resident alien).

(You must cross out item (3) above if you been notified by the IRS that you are currently subject to backup withholding because of under-reporting interest or dividends on your tax return.)

Signature [Signature]

Date 6/26/12

Executive Vice President

ADDITIONAL ADDRESSES:

If you have more than one shipping address and/or Purchase Order Address please list these addresses on a separate sheet of paper and attach it to your W-9 form. Identify each type of address as shipping or Purchase Order address. Please include your Dun & Bradstreet – Data Universal Numbering System (DUNS) number for each site. If you don't have a DUNS number, you may obtain one at no cost by calling 1-888-814-1435 or 1-866-705-5711.

DEFINITIONS:

- **Small Business** means an independently owned and operated business which, together with affiliates, has 250 or fewer employees, or average annual gross receipts of \$10 million or less averaged over the previous three years.
- **Minority-owned business** means a business concern that is at least 51% owned by one or more minority individuals or in the case of a corporation, partnership, or limited liability company or other entity, at least 51% of the equity ownership interest in the corporation, partnership, or limited liability company or other entity is owned by one or more minority individuals and both the management and daily business operations are controlled by one or more minority individuals.
- **Minority individual** means an individual who is a citizen of the United States or a non-citizen who is in full compliance with United States immigration law and who satisfies one or more of the following definitions:
 1. "African American" means a person having origins in any of the original peoples of Africa and who is regarded as such by the community of which this person claims to be a part.
 2. "Asian American" means a person having origins in any of the original peoples of the Far East, Southeast Asia, the Indian subcontinent, or the Pacific Islands, including but not limited to Japan, China, Vietnam, Samoa, Laos, Cambodia, Taiwan, Northern Mariana, the Philippines, a U.S. territory of the Pacific, India, Pakistan, Bangladesh, or Sri Lanka and who is regarded as such by the community of which this person claims to be a part.
 3. "Hispanic American" means a person having origins in any of the Spanish-speaking peoples of Mexico, South or Central America, or the Caribbean Islands or other Spanish or Portuguese cultures and who is regarded as such by the community of which this person claims to be a part.
 4. "Native American" means a person having origins in any of the original peoples of North America and who is regarded as such by the community of which this person claims to be a part or who is recognized by a tribal organization.
- **Women-owned business** means a business concern that is at least 51% owned by one or more women who are U.S. citizens or legal resident aliens, or in the case of a corporation, partnership, or limited liability company or other entity, at least 51% of the equity ownership interest is owned by one or more women who are citizens of the United States or non-citizens who are in full compliance with the United States immigration law, and both the management and daily business operations are controlled by one or more women who are U.S. citizens or legal resident aliens.
- **Faith Based Organizations:** If you consider yourself a Faith Based Organization, please indicate on the front of the form in response to the question "Are you a Faith Based Organization".

Department of Minority Business Enterprise: If you have not registered with the Virginia Department of Business Enterprise, please do so at your earliest convenience. Additional information may be obtained at their web site, www.dmbc.virginia.gov

12) FFATA Sub-recipient Data Form (**Attachment G**)

FFATA Sub-recipient Required Data

This form must be completed, certified, and returned with the response to the RFP.

| For VDSS Use Only – To be completed by Program Unit | |
|--|---|
| 1. Federal Award Identifier Number (FAIN) | |
| 2. Award Title | |
| 3. CFDA | |
| 4. Subaward Number | |
| To be completed by Subawardee | |
| 5. Subawardee Legal Name | International Rescue Committee, Inc. |
| 6. Data Universal Numbering System (DUNS) number – 9 digits | 078854940 |
| 7. Are you registered in the Central Contractor Registration (CCR)? If Yes, continue to question 8. If No, please go to question 9. | <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No |
| 8. Is your registration CCR current and active? If Yes, enter expiration date. If No, continue to question 9. | <input checked="" type="checkbox"/> Yes Expiration Date: 04/11/2013 <input type="checkbox"/> No |
| 9. In your business or organization's previous fiscal year, did your business or organization (including parent organization, all branches, and all affiliates worldwide) receive (1) 80 percent or more of your annual gross revenues in U.S. federal contracts, subcontracts, loans, grants, subgrants, and/or cooperative agreements; AND (2) \$25,000,000 or more in annual gross revenues from U.S. federal contracts, subcontracts, loans, grants, subgrants, and/or cooperative agreements? If Yes, continue to question 10. If No, please go to question 12. | <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No |
| 10. Does the public have access to information about the compensation of the executives through periodic reports filed under section 13(a) or 15(d) of the Securities Exchange Act of 1934 (15 U.S.C. 78m(a), 78o(d)) or section 6104 of the Internal Revenue Code of 1986? (To determine if the public has access to the compensation information, see the U.S. Security and Exchange Commission total compensation filings at www.sec.gov/answers/execomp.htm .) | <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No |

12) FFATA Sub-recipient Data Form (Attachment G)

| | |
|---|---|
| <p>If Yes, please go to question 12. If No, please continue to question 11.</p> | |
| <p>11. List the names and total compensation of the top five highly compensated officers. <i>Total Compensation is the cash and noncash dollar value earned by the executive during the preceding fiscal year and includes the following: salary and bonus; awards of stock, stock options, and stock appreciation rights; earnings for services under non-equity incentive plans; change in pension value, etc. (for more information see 17 CFR 229.402 (c))</i></p> <p>Note: State and local governments are exempt from reporting executive compensation.</p> | <p>Officer 1 Name: _____</p> <p>Officer 1 Compensation: _____</p> <p>Officer 2 Name: _____</p> <p>Officer 2 Compensation: _____</p> <p>Officer 3 Name: _____</p> <p>Officer 3 Compensation: _____</p> <p>Officer 4 Name: _____</p> <p>Officer 4 Compensation: _____</p> <p>Officer 5 Name: _____</p> <p>Officer 5 Compensation: _____</p> |
| <p>12. Awardee Street Address 1</p> | <p>122 East 42nd Street</p> |
| <p>13. Street Address 2</p> | <p>12th Floor</p> |
| <p>14. City</p> | <p>New York</p> |
| <p>15. State</p> | <p>New York</p> |
| <p>16. Zip + 4</p> | <p>10168-1289</p> |
| <p>17. Congressional District</p> | <p>NY-14</p> |
| <p>18. Place of Performance – primary site where the work will be performed (POP) Awardee Street Address 1</p> | <p>International Rescue Committee 609 East Market Street</p> |
| <p>19. POP Street Address 2</p> | <p>Suite 104</p> |
| <p>20. POP City</p> | <p>Charlottesville</p> |
| <p>21. POP State</p> | <p>VA</p> |
| <p>22. POP Zip + 4</p> | <p>22902</p> |
| <p>23. POP Congressional District</p> | <p>VA-05</p> |

Dun & Bradstreet website: <http://www.dnb.com/us/>
Central Contractor Registration website: <https://www.bpn.gov/ccr>

12) FFATA Sub-recipient Data Form (Attachment G)

I certify that the above Subawardee information is correct, accurate, and will be maintained/updated as required to keep registration current.

Daniel Kuhn Executive Director
Name Title
June 27, 2012
Date

State Corporation Commission Form

Virginia State Corporation Commission (SCC) registration information.

The Offeror, International Rescue Committee, Inc.:

(Agency Name)


☒ is a corporation or other business entity with the following SCC identification number: **F162906-4** -
OR-

☐ is not a corporation, limited liability company, limited partnership, registered limited liability partnership, or business trust **-OR-**

☐ is an out-of-state business entity that does not regularly and continuously maintain as part of its ordinary and customary business any employees, agents, offices, facilities, or inventories in Virginia (not counting any employees or agents in Virginia who merely solicit orders that require acceptance outside Virginia before they become contracts, and not counting any incidental presence of the offeror in Virginia that is needed in order to assemble, maintain, and repair goods in accordance with the contracts by which such goods were sold and shipped into Virginia from offeror's out-of-state location) **-OR-**

☐ is an out-of-state business entity that is including with this proposal an opinion of legal counsel which accurately and completely discloses the undersigned offeror's current contacts with Virginia and describes why those contacts do not constitute the transaction of business in Virginia within the meaning of § 13.1-757 or other similar provisions in Titles 13.1 or 50 of the Code of Virginia.


****NOTE**** >> Check the following box if you have not completed any of the foregoing options but currently have pending before the SCC an application for authority to transact business in the Commonwealth of Virginia and wish to be considered for a waiver to allow you to submit the SCC identification number after the due date for proposals (the Commonwealth reserves the right to determine in its sole discretion whether to allow such waiver):



Authorized Signature
George Biddle
Executive Vice President
Title

10/26/10

Date

 **IRS** Department of the Treasury
Internal Revenue Service
P.O. Box 2508
Cincinnati OH 45201

In reply refer to: 0248162362
May 04, 2011 LTR 4168C E0
13-5660870 000000 00
00016645
BODC: TE

 INTERNATIONAL RESCUE COMMITTEE INC
% DANUSIA DZIERZBINSKI
122 EAST 42ND STREET
NEW YORK NY 10168-0002

041479

Employer Identification Number: 13-5660870
Person to Contact: Mr. McQueen
Toll Free Telephone Number: 1-877-829-5500

Dear Taxpayer:

This is in response to your Apr. 25, 2011, request for information regarding your tax-exempt status.

Our records indicate that you were recognized as exempt under section 501(c)(3) of the Internal Revenue Code in a determination letter issued in April 1955.

Our records also indicate that you are not a private foundation within the meaning of section 509(a) of the Code because you are described in section(s) 509(a)(1) and 170(b)(1)(A)(vi).

Donors may deduct contributions to you as provided in section 170 of the Code. Bequests, legacies, devises, transfers, or gifts to you or for your use are deductible for Federal estate and gift tax purposes if they meet the applicable provisions of sections 2055, 2106, and 2522 of the Code.

Please refer to our website www.irs.gov/eo for information regarding filing requirements. Specifically, section 6033(j) of the Code provides that failure to file an annual information return for three consecutive years results in revocation of tax-exempt status as of the filing due date of the third return for organizations required to file. We will publish a list of organizations whose tax-exempt status was revoked under section 6033(j) of the Code on our website beginning in early 2011.

14) 501 c3 Certification from the IRS

0248162362

May 04, 2011 LTR 4168C E0

13-5660870 000000 00

00016646

INTERNATIONAL RESCUE COMMITTEE INC
% DANUSIA DZIERZBINSKI
122 EAST 42ND STREET
NEW YORK NY 10168-0002

If you have any questions, please call us at the telephone number
shown in the heading of this letter.

Sincerely yours,



S. A. Martin, Operations Manager
Accounts Management Operations



INTERNATIONAL RESCUE COMMITTEE, INC.

Financial Statements

September 30, 2011

(With Independent Auditors' Report Thereon)



KPMG LLP
345 Park Avenue
New York, NY 10154

Independent Auditors' Report

The Board of Directors
International Rescue Committee, Inc.:

We have audited the accompanying balance sheet of International Rescue Committee, Inc. (IRC) as of September 30, 2011, and the related statements of activities, functional expenses, and cash flows for the year then ended. These financial statements are the responsibility of IRC's management. Our responsibility is to express an opinion on these financial statements based on our audit. The prior year summarized comparative information has been derived from IRC's 2010 financial statements, and in our report dated February 7, 2011, we expressed an unqualified opinion on those financial statements.

We conducted our audit in accordance with auditing standards generally accepted in the United States of America. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of material misstatement. An audit includes consideration of internal control over financial reporting as a basis for designing audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of IRC's internal control over financial reporting. Accordingly, we express no such opinion. An audit also includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements, assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation. We believe that our audit provides a reasonable basis for our opinion.

In our opinion, the financial statements referred to above present fairly, in all material respects, the financial position of International Rescue Committee, Inc. as of September 30, 2011, and the changes in its net assets and its cash flows for the year then ended, in conformity with U.S. generally accepted accounting principles.

KPMG LLP

February 9, 2012

INTERNATIONAL RESCUE COMMITTEE, INC.

Balance Sheet

September 30, 2011

(with comparative financial information as of September 30, 2010)

(Amounts in thousands)

| Assets | 2011 | 2010 |
|--|-------------------|----------------|
| Cash and cash equivalents (notes 7 and 13) | \$ 31,943 | 19,382 |
| Short-term investments (note 2) | 15,456 | 26,588 |
| Grants and contracts receivable (notes 7, 8, and 14) | 30,833 | 23,288 |
| Inventory | 6,991 | 6,746 |
| Contributions receivable, net (notes 9 and 13) | 5,869 | 5,253 |
| Loan program receivables | 549 | 491 |
| Other assets, net | 5,628 | 4,090 |
| Investments (notes 2, 10, and 13): | | |
| Endowment and emergency funds | 83,442 | 80,177 |
| Split-interest agreements | 8,604 | 9,689 |
| | <u>92,046</u> | <u>89,866</u> |
| Split-interest agreements – contributions receivable (note 10) | 327 | 407 |
| Property and equipment, net (note 4) | <u>5,627</u> | <u>6,581</u> |
| Total assets | \$ <u>195,269</u> | <u>182,692</u> |
| Liabilities and Net Assets | | |
| Liabilities: | | |
| Accounts payable and accrued expenses | \$ 11,795 | 12,215 |
| Accrued vacation and severance | 7,219 | 6,256 |
| Program advances (notes 7 and 8) | 31,128 | 24,881 |
| Deferred revenue and other liabilities | 2,690 | 1,481 |
| Loan program liability | 809 | 764 |
| Annuity liabilities related to split-interest agreements (note 10) | 5,792 | 5,975 |
| Deferred rent obligation (note 5) | <u>6,730</u> | <u>6,560</u> |
| Total liabilities | <u>66,163</u> | <u>58,132</u> |
| Commitments and contingencies (notes 5, 6, 8, and 16) | | |
| Net assets: | | |
| Unrestricted (notes 10 and 13): | | |
| Board-designated endowment | 35,797 | 37,998 |
| Undesignated | 5,397 | 4,910 |
| Renewals and replacement fund | 5,069 | 3,668 |
| Designated for special-purpose fund | <u>1,914</u> | <u>1,979</u> |
| Total unrestricted | <u>48,177</u> | <u>48,555</u> |
| Temporarily restricted (notes 9, 10, 11, and 13): | | |
| Donor contributions | 29,340 | 26,872 |
| Reinvested return on emergency funds | 141 | 232 |
| Split-interest agreements | <u>526</u> | <u>618</u> |
| Total temporarily restricted | <u>30,007</u> | <u>27,722</u> |
| Permanently restricted (notes 9, 12, and 13): | | |
| Donor endowment and emergency funds | 47,844 | 45,129 |
| Contributions receivable | <u>3,078</u> | <u>3,154</u> |
| Total permanently restricted | <u>50,922</u> | <u>48,283</u> |
| Total net assets | <u>129,106</u> | <u>124,560</u> |
| Total liabilities and net assets | \$ <u>195,269</u> | <u>182,692</u> |

See accompanying notes to financial statements.

INTERNATIONAL RESCUE COMMITTEE, INC.

Statement of Activities

Year ended September 30, 2011

(with summarized financial information for the year ended September 30, 2010)

(Amounts in thousands)

| | 2011 | | | 2010 |
|---|------------------|---------------------------|---------------------------|----------------|
| | Unrestricted | Temporarily restricted | Permanently restricted | Total |
| Operating activities: | | | | |
| Operating revenues: | | | | |
| Contributions (notes 11 and 14) | \$ 23,043 | 27,834 | — | 50,877 |
| Contributed goods and services | 4,413 | — | — | 4,413 |
| Grants and contracts (notes 7, 11, and 14) | 329,472 | — | — | 329,472 |
| Investment return used for operations (note 3) | 2,662 | 768 | — | 3,430 |
| Loan administration fees and other income | 3,064 | — | — | 3,064 |
| Release from restrictions (note 11) | 26,139 | (26,139) | — | — |
| Total operating revenues | <u>388,793</u> | <u>2,463</u> | <u>—</u> | <u>391,256</u> |
| Operating expenses: | | | | |
| Program services: | | | | |
| International relief and assistance programs | 266,546 | — | — | 266,546 |
| U.S. programs | 62,862 | — | — | 62,862 |
| Emergency preparedness, technical units, and other | 21,559 | — | — | 21,559 |
| Women's Refugee Commission | 4,656 | — | — | 4,656 |
| Total program services | <u>355,623</u> | <u>—</u> | <u>—</u> | <u>355,623</u> |
| Supporting services: | | | | |
| Management and general | 17,162 | — | — | 17,162 |
| Fund-raising | 11,549 | — | — | 11,549 |
| Total supporting services | <u>28,711</u> | <u>—</u> | <u>—</u> | <u>28,711</u> |
| Total operating expenses | <u>384,334</u> | <u>—</u> | <u>—</u> | <u>384,334</u> |
| Excess of operating revenues over operating expenses | <u>4,459</u> | <u>2,463</u> | <u>—</u> | <u>6,922</u> |
| Nonoperating activities: | | | | |
| Bequests and contributions (note 13) | 1,591 | — | 2,639 | 4,230 |
| Split-interest agreements | (343) | 21 | — | (322) |
| Investment return, net (note 3) | (3,140) | (199) | — | (3,339) |
| Expenses related to: | | | | |
| Split-interest agreements and endowment – fund-raising | (857) | — | — | (857) |
| Designated special purpose fund | (490) | — | — | (490) |
| Renewals and replacement fund | (1,598) | — | — | (1,598) |
| Total nonoperating activities | <u>(4,837)</u> | <u>(178)</u> | <u>2,639</u> | <u>(2,376)</u> |
| Increase (decrease) in net assets | <u>(378)</u> | <u>2,285</u> | <u>2,639</u> | <u>4,546</u> |
| Net assets at beginning of year | 48,555 | 27,722 | 48,283 | 124,560 |
| Net assets at end of year | \$ <u>48,177</u> | <u>30,007</u> | <u>50,922</u> | <u>129,106</u> |

See accompanying notes to financial statements.

Year ended September 30, 2011
(with summarized financial information for the year ended September 30, 2010)

Supporting services

See accompanying notes to financial statements.

INTERNATIONAL RESCUE COMMITTEE, INC.

Statement of Cash Flows

Year ended September 30, 2011

(with comparative financial information for the year ended September 30, 2010)

(Amounts in thousands)

| | <u>2011</u> | <u>2010</u> |
|---|------------------|----------------|
| Cash flows from operating activities: | | |
| Increase in net assets | \$ 4,546 | 10,496 |
| Adjustments to reconcile increase in net assets to net cash provided by operating activities: | | |
| Depreciation and amortization | 1,231 | 1,281 |
| Net realized and unrealized losses (gains) on investments | 1,029 | (5,621) |
| Change in value of split-interest agreements | 510 | 640 |
| Permanently restricted contributions | (2,639) | (2,137) |
| Changes in operating assets and liabilities: | | |
| Grants and contracts receivable | (7,545) | (749) |
| Inventory | (245) | (2,085) |
| Contributions receivable | (692) | 2,993 |
| Loan program receivables | (58) | (109) |
| Other assets | (1,538) | (12) |
| Accounts payable and accrued expenses | (420) | 2,740 |
| Accrued vacation and severance | 963 | 452 |
| Program advances | 6,247 | (2,093) |
| Deferred revenue and other liabilities | 1,209 | 281 |
| Loan program liability | 45 | 222 |
| Deferred rent obligation | 170 | 219 |
| Net cash provided by operating activities | <u>2,813</u> | <u>6,518</u> |
| Cash flows from investing activities: | | |
| Purchases of property and equipment | (278) | (502) |
| Proceeds from disposal of property and equipment | 1 | 5 |
| Proceeds from sale or redemption of investments | 31,532 | 52,869 |
| Purchases of investments | (34,741) | (54,279) |
| Proceeds (purchases) of short-term investments, net | <u>11,132</u> | <u>(7,679)</u> |
| Net cash provided by (used in) investing activities | <u>7,646</u> | <u>(9,586)</u> |
| Cash flows from financing activities: | | |
| Permanently restricted contributions | 2,639 | 2,137 |
| Decrease in permanently restricted contributions receivable | 76 | 2,360 |
| Proceeds from contributions under split-interest agreements | 253 | 182 |
| Payments to beneficiaries under split-interest agreements | (866) | (952) |
| Net cash provided by financing activities | <u>2,102</u> | <u>3,727</u> |
| Net increase in cash and cash equivalents | 12,561 | 659 |
| Cash and cash equivalents at beginning of year | <u>19,382</u> | <u>18,723</u> |
| Cash and cash equivalents at end of year | <u>\$ 31,943</u> | <u>19,382</u> |

See accompanying notes to financial statements.

INTERNATIONAL RESCUE COMMITTEE, INC.

Notes to Financial Statements

September 30, 2011

(with comparative financial information as of and for the year ended September 30, 2010)

(Amounts in thousands)

(1) Organization and Summary of Significant Accounting Policies

(a) Organization

International Rescue Committee, Inc. (IRC) is a private, not-for-profit organization that serves refugees and communities victimized by oppression or violent conflict worldwide. IRC is committed to freedom, human dignity, and self-reliance. This commitment is expressed in emergency relief, protection of human rights, postconflict development, resettlement assistance, and advocacy.

(b) Basis of Accounting

The accompanying financial statements have been prepared using the accrual basis of accounting in accordance with U.S. generally accepted accounting principles. Net assets are classified based on the existence or absence of donor-imposed restrictions. Accordingly, IRC's net assets and changes therein are classified and reported as follows:

- Unrestricted net assets – net assets that are not subject to donor-imposed restrictions or the donor-imposed restrictions have expired. As reflected in the accompanying financial statements and discussed below, IRC's board of directors has designated a portion of the unrestricted net assets for specific purposes.
- Temporarily restricted net assets – net assets that are subject to donor-imposed restrictions that permit IRC to use or expend the assets as specified. The restrictions are satisfied either by the passage of time or by actions of IRC.
- Permanently restricted net assets – net assets that are subject to donor-imposed restrictions that they be maintained permanently by IRC and only the income be used as specified by the donor. Certain emergency funds allow temporary use of principal.

Revenues are reported as increases in unrestricted net assets unless their use is limited by donor-imposed restrictions. Expenses are reported as decreases in unrestricted net assets. Gains and losses on investments are reported as increases or decreases in unrestricted net assets unless their use is restricted by donors or by law.

When a donor restriction expires, that is, when a stipulated time restriction ends or purpose restriction is accomplished, temporarily restricted net assets are reclassified to unrestricted net assets and reported as release from restrictions in the statement of activities.

INTERNATIONAL RESCUE COMMITTEE, INC.

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(c) *Fair Value Measurements*

Fair value is defined as the exchange price that would be received for an asset or paid to transfer a liability (an exit price) in the principal or most advantageous market for the asset or liability in an orderly transaction between market participants on the measurement date. The three levels of the fair value hierarchy are as follows:

- Level 1 inputs are quoted prices (unadjusted) in active markets for identical assets or liabilities that a reporting entity has the ability to access at the measurement date. Level 1 assets and liabilities include debt and equity securities that are traded in an active exchange market.
- Level 2 inputs are inputs other than quoted prices included within Level 1 that are observable for the asset or liability, either directly or indirectly. Level 2 assets and liabilities include debt securities with quoted market prices that are traded less frequently than exchange-traded instruments and alternative investments that are redeemable at or near the balance sheet date.
- Level 3 inputs are unobservable inputs that are supported by little or no market activity and that are significant to the fair value of the assets or liabilities. Level 3 assets and liabilities include financial instruments whose value is determined using pricing models, discounted cash flow methodologies, or similar techniques, as well as instruments for which the determination of fair value requires significant management judgment or estimation.

Most investments classified as Levels 2 and 3 consist of shares or units in investment funds as opposed to direct interests in the funds' underlying holdings, which may be marketable. Because the net asset value reported by each fund is used as a practical expedient to estimate fair value of the IRC's interest therein, its classification in Level 2 or 3 is based on the IRC's ability to redeem its interest at or near September 30. If the interest can be redeemed in the near term, the investment is classified as Level 2. The classification of investments in the fair value hierarchy is not necessarily an indication of the risks, liquidity, or degree of difficulty in estimating the fair value of each investment's underlying assets and liabilities.

The level in the fair value hierarchy within which a fair value measurement in its entirety falls is based on the lowest level input that is significant to the fair value measurement.

(d) *Grants and Cooperative Agreements*

Grants and cooperative agreements with federal, foreign, and local governments and other agencies are deemed to be exchange transactions, and accordingly, revenue is recognized when funds are utilized by IRC to carry out the activity stipulated in the grant or cooperative agreement. Accordingly, amounts received but not recognized as revenue are classified in the balance sheet as program advances, and amounts expended but not yet received are classified as grants and contracts receivable.

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(e) Contributions

Contributions, including unconditional promises to give (pledges), are reported as revenues in the period received or pledged. Contributions are considered to be unrestricted unless they are received with donor stipulations that limit their use either through purpose or time restrictions. Contributions to be received after one year are discounted using a risk-adjusted rate. These rates ranged from 0.13% to 1.78% as of September 30, 2011. Bequest income is recorded when the will has passed through the probate court and amounts can be reasonably determined.

(f) Endowment and Emergency Funds

Board-Designated Endowment

The board of directors has established a fund to provide for the long-term financial stability of IRC and to enhance its ability to respond to extraordinary emergency needs. The purpose of this fund is to provide a mechanism for the board of directors to set aside and invest certain funds. Accordingly, the board of directors has designated the Leo Cherne Emergency Fund, certain unrestricted bequests, extraordinary gifts (as determined by the board of directors), and portions of unrestricted surpluses in operating funds for this purpose.

Donor Endowment and Emergency Funds

In further support of the long-term financial stability of the organization, IRC receives donations for which the principal must be permanently maintained. Included in this category are endowment donations and emergency funds that allow IRC to use principal on a temporary basis for emergency response situations and to preposition itself with commonly used emergency response inventory. Principal used by IRC must be subsequently returned to the fund.

(g) Contributed Goods and Services

Contributed goods are recognized as revenue at their estimated fair value at the date of receipt and expensed when used.

Contributed services are recognized as revenue if the services create or enhance nonfinancial assets or require specialized skills, are provided by individuals possessing those skills, and typically need to be purchased if not provided by donation. Contributed services are recorded at the fair value of the services provided. Contributed services and promises to contribute services that do not meet the above criteria are not recognized as revenues and are not reported in the financial statements.

(h) Split-Interest Agreements

IRC is the beneficiary of a number of split-interest agreements with donors. IRC may control donated assets and may share with the donor or the donor's designee income generated from those assets until such time as stated in the agreement, at which time the remaining assets are generally for IRC's unrestricted use.

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IRC records the assets of the agreements (at fair value) if the assets are controlled and invested by IRC. IRC records nonoperating contribution revenue at the date the agreement is established after recording a liability for the present value of the estimated future payments expected to be made to the beneficiaries. Adjustments to the annuity liabilities to reflect the amortization of the discount and revaluation of expected future payments to beneficiaries based on changes in actuarial assumptions are made annually and recognized as a nonoperating activity in the line item split-interest agreements.

In other situations where assets are controlled and invested by an independent third party, IRC records a receivable and nonoperating contribution revenue based on the present value of the estimated future distributions expected to be received by IRC over the expected term of the agreement.

The discount rate used in valuing split-interest agreement liabilities as of September 30, 2011 and 2010 ranged from 2.0% to 10.6%.

(i) Functional Expense Allocations

The majority of expenses can generally be directly identified with the program or supporting service to which they relate and are charged accordingly. Other expenses by function are allocated to components of these services based on allocation factors determined by management.

(j) Operations

IRC excludes from operating activities bequests and contributions, expenses related to split-interest agreements and the Freedom Fund (see note 13), changes in value of split-interest agreements, investment return on split-interest agreements, investment return of the Freedom Fund in excess of or less than the spending rate (see note 3), nonrecurring expenses funded by the designated special-purpose fund and the renewals and replacement fund, and other nonrecurring items. All other revenue and expenses are included in operating activities.

(k) Cash and Cash Equivalents

For the purposes of the statement of cash flows, IRC considers all highly liquid debt instruments purchased with original maturities of three months or less, other than those held as part of the investment portfolio, to be cash equivalents.

(l) Short-Term Investments

Short-term investments consist of money market funds with original maturities greater than three months.

(m) Investments

Investments are stated at fair value based on quoted market prices except for the fair values of limited partnerships and certain mutual funds, which are stated at net asset value as provided by the

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general partners and fund managers, respectively, based upon the underlying net assets of the funds. These estimated values are reviewed and evaluated by management for reasonableness. Investments in limited partnerships are generally less liquid than other investments and the reported fair value may differ significantly from the values that would have been reported had a ready market for these securities existed. Included in the investments of the limited partnerships are certain types of financial instruments, including, among others, futures and forward contracts, options, and securities sold not yet purchased, intended to hedge against changes in the market value of investments. These financial instruments, which involve varying degrees of off-balance-sheet risk, may result in loss due to changes in the market.

(n) Inventory

Inventory consists of program materials and emergency response supplies not used as of September 30. Inventory is recorded at cost upon purchase and deducted from inventory and expensed when used.

(o) Property and Equipment

Property and equipment are recorded at cost, if purchased, or at fair value at the date of the gift, if donated, less accumulated depreciation and amortization. Depreciation is provided on the straight-line method over the estimated useful lives of the assets, generally three to seven years. Amortization of leasehold improvements is provided on the straight-line method over the lesser of their useful lives or the terms of the related lease. Property and equipment acquired with funds received from grants in which the grantor retains a reversionary interest in the assets at the end of the grant period are expensed in the year of acquisition.

(p) Foreign Currency Translation

IRC applies the current rate method of translation when including the accounts of its foreign offices. All foreign denominated assets and liabilities are translated into U.S. dollars using the current exchange rates in effect at the balance sheet date. Revenue and expenses are translated at the average rate in effect during the year. The resulting translation loss for 2011 and 2010 of \$180 and \$574, respectively, is reflected in the statement of activities.

(q) Tax Status

The Internal Revenue Service has ruled that, pursuant to Section 501(c)(3) of the Internal Revenue Code (the Code), IRC is exempt from federal income taxes and is a publicly supported organization, as defined in Section 509(a)(1) of the Code. As a not-for-profit organization, IRC is also exempt from state and local income taxes. Accordingly, IRC is not subject to income taxes except to the extent it has taxable income from activities that are not related to its exempt purposes. IRC utilizes a threshold of more likely than not for recognition and derecognition of tax positions taken or expected to be taken in a tax return. No provision for income taxes was required for fiscal 2011 or 2010.

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(r) *Use of Estimates*

The preparation of financial statements in conformity with U.S. generally accepted accounting principles requires management to make estimates and assumptions that affect the amounts reported in the financial statements and accompanying notes. Actual results could differ from those estimates. Significant estimates and assumptions include allowances for uncollectible receivables, the present value of multiyear pledges, the valuation of alternative investments, annuity liabilities, and the allocation of expenses to functional classifications.

(s) *Reclassifications*

Certain prior year amounts have been reclassified to conform with the current year presentation.

(t) *Comparative Financial Information*

The statements of activities and functional expenses are presented with prior year summarized comparative totals. Such information does not include sufficient detail to constitute a presentation in conformity with U.S. generally accepted accounting principles. Accordingly, such information should be read in conjunction with IRC's 2010 financial statements, from which the comparative totals were derived.

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(Amounts in thousands)

(2) Investments

Fair Value Hierarchy

The following tables present the IRC's fair value hierarchy for investments, the only financial instruments measured at fair value as of September 30, 2011 and 2010:

| | 2011 | | | Total fair value |
|----------------------------------|-----------|---------|---------|---------------------|
| | Level 1 | Level 2 | Level 3 | |
| Equities: | | | | |
| Direct ownership – United States | \$ 13,894 | — | — | 13,894 |
| Mutual funds: | | | | |
| United States | 4,670 | — | — | 4,670 |
| International | 10,213 | — | — | 10,213 |
| Commingled funds: | | | | |
| United States | — | 3,077 | — | 3,077 |
| International | — | 1,495 | — | 1,495 |
| Total | 28,777 | 4,572 | — | 33,349 |
| Fixed income: | | | | |
| Direct ownership: | | | | |
| U.S. government/agency | 4,055 | — | — | 4,055 |
| U.S. corporate and other | 777 | — | — | 777 |
| Mutual funds: | | | | |
| U.S. government/agency | 10,388 | — | — | 10,388 |
| U.S. corporate and other | 18 | — | — | 18 |
| Commingled fund: | | | | |
| U.S. corporate and other | — | 816 | — | 816 |
| International | — | 5,297 | — | 5,297 |
| Total | 15,238 | 6,113 | — | 21,351 |
| Closed-end macro fund | 4,456 | — | — | 4,456 |
| Direct lending fund | — | — | 2,957 | 2,957 |
| Hedge funds: | | | | |
| Distressed debt | — | 5,953 | 2,717 | 8,670 |
| Fund of funds | — | 4,538 | — | 4,538 |
| Long-short equity | — | 9,956 | — | 9,956 |
| Special situations | — | — | 2,910 | 2,910 |
| Total | — | 20,447 | 5,627 | 26,074 |
| Cash and cash equivalents | 3,859 | — | — | 3,859 |
| Short-term investments | 15,456 | — | — | 15,456 |
| Total | \$ 67,786 | 31,132 | 8,584 | 107,502 |

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(Amounts in thousands)

| | 2010 | | | |
|----------------------------------|-----------|---------|---------|------------------|
| | Level 1 | Level 2 | Level 3 | Total fair value |
| Equities: | | | | |
| Direct ownership – United States | \$ 15,515 | — | — | 15,515 |
| Mutual funds: | | | | |
| United States | 523 | — | — | 523 |
| International | 11,394 | — | — | 11,394 |
| Commingled funds: | | | | |
| United States | — | 3,632 | — | 3,632 |
| International | — | 1,789 | — | 1,789 |
| Total | 27,432 | 5,421 | — | 32,853 |
| Fixed income: | | | | |
| Direct ownership: | | | | |
| U.S. government/agency | 4,324 | — | — | 4,324 |
| U.S. corporate and other | 1,944 | — | — | 1,944 |
| International | 3,711 | — | — | 3,711 |
| Mutual funds: | | | | |
| U.S. government/agency | 10,289 | — | — | 10,289 |
| U.S. corporate and other | 39 | — | — | 39 |
| Commingled fund: | | | | |
| U.S. corporate and other | — | 925 | — | 925 |
| Total | 20,307 | 925 | — | 21,232 |
| Closed-end macro fund | 3,963 | — | — | 3,963 |
| Hedge funds: | | | | |
| Distressed debt | — | 6,103 | 3,715 | 9,818 |
| Fund of funds | — | 4,535 | — | 4,535 |
| Long-short equity | — | 8,745 | — | 8,745 |
| Public real estate | — | 7,690 | — | 7,690 |
| Total | — | 27,073 | 3,715 | 30,788 |
| Cash and cash equivalents | 1,030 | — | — | 1,030 |
| Short-term investments | 26,588 | — | — | 26,588 |
| Total | \$ 79,320 | 33,419 | 3,715 | 116,454 |

Commingled funds of \$10,685 and \$6,346 at September 30, 2011 and 2010, respectively, do not trade publicly and, therefore, do not have published market prices. The underlying investments, however, are principally marketable securities.

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Investments at September 30, 2011 and 2010 include \$83,442 and \$80,177, respectively, relating to IRC's Freedom Fund (see note 13) and \$8,604 and \$9,689, respectively, relating to split-interest agreements (see note 10).

IRC has an Investment Committee comprised of members of the Board of Directors and Overseers, which is charged with the responsibility of providing fiduciary oversight over IRC's investments. The Investment Committee meets with executive management and external advisors on a regular basis to review investment performance, asset allocation, and investment manager performance.

The following tables present a reconciliation for all Level 3 assets measured at fair value at September 30:

| 2011 | | | | |
|-------------------|---------------------------|--------------------|-----------------------|---------|
| | Direct lending fund | Distressed debt | Special situations | Total |
| Beginning balance | \$ — | 3,715 | — | 3,715 |
| Net depreciation | — | (123) | (1,090) | (1,213) |
| Purchases | 3,113 | — | 4,000 | 7,113 |
| Settlements | (156) | (875) | — | (1,031) |
| Ending balance | \$ 2,957 | 2,717 | 2,910 | 8,584 |

| 2010 | | | |
|-------------------|--------------------|----------------------|---------|
| | Distressed debt | Long-short equity | Total |
| Beginning balance | \$ 7,186 | 3,011 | 10,197 |
| Net appreciation | 865 | (133) | 732 |
| Purchases | 5,000 | 700 | 5,700 |
| Settlements | (3,208) | — | (3,208) |
| Transfers out | (6,128) | (3,578) | (9,706) |
| Ending balance | \$ 3,715 | — | 3,715 |

Portfolio Liquidity

IRC reviews the liquidity of its investments to ensure that it is able to meet its cash needs for grants, operating expenses, and capital calls. As of September 30, 2011, IRC had investments of \$52,330, which could be sold on a daily basis under normal market conditions. This included \$22,585 in direct ownership investments held in separate accounts with the IRC's custodial trustee and, \$29,745, in mutual fund investments.

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IRC's investments in commingled bond and stock funds and hedge funds totaled \$39,716 as of September 30, 2011. The liquidity of these investments is determined by the redemption period for each fund, which differs among investments and is detailed further in this note.

Strategies of Commingled, Hedge, Inflation Hedge, and Private Equity Funds

The following table lists the investment strategies, redemption terms, and assets for commingled and hedge funds measured at fair value as of September 30, 2011:

| | <u>Total fair value</u> | <u>Redemption dates per year</u> | <u>Redemption notice period</u> |
|---------------------------------|-----------------------------|--------------------------------------|-------------------------------------|
| Commingled bond fund: | | | |
| United States | \$ 816 | daily | N/A |
| International | <u>5,297</u> | daily | 5 days |
| Total commingled bond funds | <u>6,113 (a)</u> | | |
| Commingled stock funds: | | | |
| United States | 3,077 | daily | N/A |
| International | <u>1,495</u> | daily | N/A |
| Total commingled stock funds | <u>4,572 (a)</u> | | |
| Direct lending fund | 2,957 (b) | N/A | N/A |
| Hedge funds: | | | |
| Distressed debt | 8,670 | quarterly; lockup | 60 – 65 days |
| Fund of funds | 4,538 | quarterly | 95 days |
| Long-short equity | 9,956 | annually; quarterly | 45 days |
| Special situations | <u>2,910</u> | semiannually; lockup | 45 days |
| Total hedge funds | <u>26,074 (c)</u> | | |
| Total | <u>\$ 39,716</u> | | |

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The following table lists the investment strategies, redemption terms, and assets for commingled and hedge funds measured at fair value as of September 30, 2010:

| | <u>Total fair value</u> | <u>Redemption dates per year</u> | <u>Redemption notice period</u> |
|---------------------------------|-----------------------------|--------------------------------------|-------------------------------------|
| Commingled bond fund | \$ 925 (a) | daily | N/A |
| Commingled stock funds: | | | |
| United States | 3,632 | daily | N/A |
| International | <u>1,789</u> | daily | N/A |
| Total commingled stock funds | <u>5,421 (a)</u> | | |
| Hedge funds: | | | |
| Distressed debt | 9,818 | quarterly; lockup | 60 – 65 days |
| Fund of funds | 4,535 | semiannually | 75 days |
| Long-short equity | 8,745 | annually; quarterly | 45 days |
| Public real estate | <u>7,690</u> | semiannually | 90 days |
| Total hedge funds | <u>30,788 (c)</u> | | |
| Total | <u>\$ 37,134</u> | | |

The following provides details for the investment strategies listed above:

(a) Commingled Bond and Stock Funds

These common trust funds are not publicly traded. These funds are redeemable daily, with payouts to IRC at each month-end.

(b) Direct Lending Fund

This consists of an investment in a direct lending fund that provides debt financing for middle market companies. This investment has a commitment of seven years.

(c) Multi strategy Hedge Funds

This consists of \$26,074 invested in six hedge funds that are fully redeemable with the exception of \$5,627, which are subject to lockup restrictions that expire on November 1, 2011 and April 1, 2013. These hedge funds invest in equity, fixed income, and other hedge funds and vary their investment strategies in response to changing market opportunities. As of September 30, 2011, the IRC's combined investments in these funds included 34% credit strategies, 38% long-short equity strategies, 11% special situations, and 17% fund of funds.

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At September 30, 2011, the IRC had unfunded commitments to limited partnerships of \$1,575. There was no such commitment at September 30, 2010.

(3) Investment Return

IRC maintains a spending rate policy on the Freedom Fund invested assets. The spending rate policy was designed to preserve the value of the investment portfolio in real terms and to reduce the impact of market fluctuations on operations. The spending rate used for operations is set at 4.5% of the previous two-year rolling average fair value. In addition to the return on the Freedom Fund invested assets, investment return used for operations includes investment income on working capital cash and short-term investments.

Investment return for the years ended September 30, 2011 and 2010 consisted of the following:

| | <u>2011</u> | <u>2010</u> |
|--|-------------------|----------------|
| Interest and dividend income | \$ 1,120 | 1,130 |
| Net realized gains (losses) | 5,325 | (2,390) |
| Net unrealized (losses) gains | <u>(6,354)</u> | <u>8,011</u> |
| Total return on investments | 91 | 6,751 |
| Less investment return used for operations | <u>(3,430)</u> | <u>(3,238)</u> |
| (Deficiency) excess of investment return used for operations over actual return | <u>\$ (3,339)</u> | <u>3,513</u> |

Return on investment is shown net of investment manager fees at September 30, 2011 and 2010.

(4) Property and Equipment

Property and equipment consisted of the following as of September 30, 2011 and 2010:

| | <u>2011</u> | <u>2010</u> |
|--|-----------------|----------------|
| Furniture and equipment | \$ 2,488 | 2,535 |
| Cars, vans, and mobile units | 2,286 | 2,759 |
| Leasehold improvements | 8,713 | 8,679 |
| Donated art portfolios | <u>98</u> | <u>96</u> |
| | 13,585 | 14,069 |
| Less accumulated depreciation and amortization | <u>(7,958)</u> | <u>(7,488)</u> |
| | <u>\$ 5,627</u> | <u>6,581</u> |

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(5) Lease Agreements

IRC leases several office facilities and equipment under operating leases expiring at various dates through 2021. Rental expense is recognized on the straight-line basis, rather than in accordance with base payment schedules, for purposes of recognizing a constant annual rental expense. The difference between straight lining the rental charge and actual payments is reported as deferred rent in the balance sheet. The deferred rent obligation is expected to grow as payments are less than expenses until fiscal year 2012. Future rental payments are subject to escalation for IRC's proportionate share of increases in certain building operating expenses. Lease agreements for facilities in overseas locations are generally for periods of one year or less.

The following is a schedule, by fiscal year, of the minimum future rentals on leases with expiration dates greater than one year as of September 30, 2011:

| Year ending September 30: | |
|-------------------------------|-------------------------|
| 2012 | \$ 4,701 |
| 2013 | 5,455 |
| 2014 | 5,407 |
| 2015 | 5,333 |
| 2016 | 5,356 |
| Thereafter | <u>21,944</u> |
| Total minimum future payments | \$ <u><u>48,196</u></u> |

Rent expense for the years ended September 30, 2011 and 2010 was approximately \$10,674 and \$9,596, respectively.

(6) Defined Contribution Retirement Plan

IRC's 403(b) Retirement Savings Plan covers all personnel. IRC makes contributions based on a prescribed matching schedule of employee contributions. Basic employee contributions up to 6% of compensation are eligible for a matching contribution by IRC. Matching contributions are deposited in the plan each payroll period based on the following formula:

- 100% of the basic employee contribution up to the first 3% of compensation plus
- 50% of the basic employee contribution up to the next 3% of compensation

IRC provides base contributions, in addition to the existing matching contributions program, which allows for immediate eligibility with a three-year vesting requirement for the base contributions.

Pension expense relating to the defined contribution plan for 2011 and 2010 was \$3,724 and \$3,406, respectively.

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(Amounts in thousands)

(7) Significant Funders and Concentrations of Credit Risk

Grants and contracts revenues were from the following for the years ended September 30, 2011 and 2010:

| | 2011 | 2010 |
|--|-------------------|----------------|
| U.S. federal and local government agencies | \$ 142,881 | 140,085 |
| European agencies | 108,525 | 64,225 |
| United Nations agencies | 41,074 | 33,860 |
| Other agencies | 36,992 | 22,643 |
| | <u>\$ 329,472</u> | <u>260,813</u> |

During the year ended September 30, 2011, approximately 17% and 16% (19% and 22% each during fiscal year 2010) of revenues from grants and contracts were received from the U.S. Department of State (Bureau of Population, Refugees, and Migration) and the U.S. Agency for International Development, including the Office of Foreign Disaster Assistance, respectively. The operation of IRC's programs at present levels is dependent upon continued funding from these organizations and from United Nations and European agencies.

Financial instruments that potentially subject IRC to concentrations of credit risk consist principally of cash and cash equivalents and grants and contracts receivable. Cash and cash equivalents include program advances and, as of September 30, 2011 and 2010, approximately 56% and 65%, respectively, is deposited in banks in foreign locations. At September 30, 2011 and 2010, approximately 30% and 25%, respectively, of grants and contracts receivable are due from the European Union agencies, including Europeaid, the European Commission Humanitarian Aid Office, and the United Kingdom's Department for International Development, through IRC's foreign affiliates.

(8) Grants and Contracts Receivable and Program Advances

Grants and contracts receivable were from the following as of September 30, 2011 and 2010:

| | 2011 | 2010 |
|---------------------------------------|------------------|---------------|
| Federal and local government agencies | \$ 8,810 | 7,418 |
| United Nations agencies | 3,242 | 4,176 |
| European agencies | 13,923 | 8,558 |
| Other agencies | 4,858 | 3,136 |
| | <u>\$ 30,833</u> | <u>23,288</u> |

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Program advances were received from the following as of September 30, 2011 and 2010:

| | 2011 | 2010 |
|---------------------------------------|------------------|---------------|
| Federal and local government agencies | \$ — | 353 |
| United Nations agencies | 5,601 | 4,848 |
| European agencies | 8,789 | 7,196 |
| Other agencies | 16,738 | 12,484 |
| | <u>\$ 31,128</u> | <u>24,881</u> |

In accordance with the terms of certain government contracts, the records of IRC are subject to audit for varying periods after the date of final payment of the contracts. IRC is liable for any disallowed costs. In the opinion of management, adjustments that might result from such audits would not have a significant effect on IRC's financial position or changes in net assets.

(9) Contributions Receivable

Contributions receivable consisted of the following as of September 30, 2011 and 2010:

| | 2011 | 2010 |
|-------------------------------|-----------------|--------------|
| Due within one year | \$ 2,594 | 2,046 |
| Due within two to five years | 3,300 | 3,325 |
| | 5,894 | 5,371 |
| Less discount | (25) | (118) |
| Contributions receivable, net | <u>\$ 5,869</u> | <u>5,253</u> |

| | 2011 | 2010 |
|---|-----------------|--------------|
| Freedom Fund contributions receivable | \$ 3,078 | 3,154 |
| Temporarily restricted contributions receivable | 2,791 | 2,099 |
| Contributions receivable, net | <u>\$ 5,869</u> | <u>5,253</u> |

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(10) Split-Interest Agreements

Split-interest agreement assets, liabilities, and net assets are categorized on the balance sheets as of September 30, 2011 and 2010 as follows:

| | 2011 | 2010 |
|---|-----------------|---------------|
| Split-interest agreements – contributions receivable | \$ 327 | 407 |
| Investments | 8,604 | 9,689 |
| Total assets | <u>\$ 8,931</u> | <u>10,096</u> |
| Annuity liabilities related to split-interest agreements | \$ 5,792 | 5,975 |
| Unrestricted net assets – split-interest agreements | 2,613 | 3,503 |
| Temporarily restricted net assets – split-interest agreements | 526 | 618 |
| Total liabilities and net assets | <u>\$ 8,931</u> | <u>10,096</u> |

(11) Temporarily Restricted Net Assets

Temporarily restricted net assets as of September 30, 2011 and 2010 are available subject to time and purpose restrictions as follows:

| | 2011 | 2010 |
|--|------------------|---------------|
| Time restrictions: | | |
| Split-interest agreements | \$ 526 | 618 |
| General purpose | 1,935 | 366 |
| Purpose restrictions: | | |
| Balkans, Caucasus, and other programs | 2,207 | 3,689 |
| Middle East programs | 200 | 233 |
| Asian programs | 3,863 | 3,567 |
| African programs | 7,783 | 6,353 |
| Total international relief and assistance programs | <u>14,053</u> | <u>13,842</u> |
| U.S. programs | 3,986 | 3,497 |
| Emergency preparedness, technical units, and other | 6,829 | 6,439 |
| Women's Refugee Commission | 2,319 | 2,502 |
| Supporting services | 359 | 458 |
| | <u>\$ 30,007</u> | <u>27,722</u> |

INTERNATIONAL RESCUE COMMITTEE, INC.

Notes to Financial Statements

September 30, 2011

(with comparative financial information as of and for the year ended September 30, 2010)

(Amounts in thousands)

Program restrictions for the years ended September 30, 2011 and 2010 were satisfied by incurring expenses for the restricted purposes specified by the donors as follows:

| | 2011 | 2010 |
|---|------------------|---------------|
| Balkans, Caucasus, and other programs | \$ 2,126 | 2,704 |
| Middle East programs | 201 | 510 |
| Asian programs | 5,164 | 1,646 |
| African programs | 7,938 | 7,659 |
| Total international relief and assistance programs | 15,429 | 12,519 |
| U.S. programs | 3,806 | 2,478 |
| Emergency preparedness, technical units, and other programs | 1,686 | 1,797 |
| Women's Refugee Commission | 1,841 | 2,067 |
| Supporting services | 3,377 | 3,472 |
| | <u>\$ 26,139</u> | <u>22,333</u> |

During 2011 and 2010, total revenue for the Women's Refugee Commission was \$4,684 and \$4,539, respectively. This is reported as operating revenue, primarily as unrestricted contributions and grant and contract revenue.

(12) Permanently Restricted Net Assets

The income earned on permanently restricted net assets as of September 30, 2011 and 2010 is available for the following purposes:

| | 2011 | 2010 |
|------------------------|------------------|---------------|
| Reproductive health | \$ 10,870 | 10,870 |
| Emergency response | 9,414 | 7,414 |
| U.S. programs | 1,183 | 1,178 |
| Children's programs | 294 | 294 |
| President's office | 200 | 200 |
| International programs | 99 | 99 |
| General purposes | 28,862 | 28,228 |
| | <u>\$ 50,922</u> | <u>48,283</u> |

INTERNATIONAL RESCUE COMMITTEE, INC.

Notes to Financial Statements

September 30, 2011

(with comparative financial information as of and for the year ended September 30, 2010)

(Amounts in thousands)

(13) Freedom Fund

IRC's Freedom Fund comprises the board-designated endowment, donor endowment, and emergency funds assets and net assets. As of September 30, 2011 and 2010, the Freedom Fund is categorized on the balance sheets as follows:

| | <u>2011</u> | <u>2010</u> |
|--|------------------|---------------|
| Assets: | | |
| Cash and cash equivalents | \$ 340 | 3,182 |
| Contributions receivable | 3,078 | 3,154 |
| Investments | <u>83,442</u> | <u>80,177</u> |
| Total | <u>\$ 86,860</u> | <u>86,513</u> |
| Net assets: | | |
| Unrestricted board-designated endowment | \$ 35,797 | 37,998 |
| Temporarily restricted – reinvested return | 141 | 232 |
| Permanently restricted | <u>50,922</u> | <u>48,283</u> |
| Total | <u>\$ 86,860</u> | <u>86,513</u> |

Freedom Fund contribution revenue consisted of the following:

| | <u>2011</u> | <u>2010</u> |
|---|-----------------|--------------|
| Cash contributions | \$ 4,196 | 6,398 |
| Pledges and bequests receivable, net of write-off | <u>40</u> | <u>(193)</u> |
| Total | <u>\$ 4,236</u> | <u>6,205</u> |

The IRC endowment consists of 20 individual funds established for a variety of purposes, including both donor-restricted endowment funds and funds designated by the IRC to function as endowments (board-designated). At September 30, 2011, the fair values of 12 donor restricted endowment funds were less than their original fair value (underwater) by a total of approximately \$4,320.

In 2010, New York adopted the New York Prudent Management of Institutional Funds Act (NYPMIFA). As a result of the NYPMIFA, the IRC classifies as permanently restricted net assets (a) the original value of gifts donated to the permanent endowment, (b) the original value of subsequent gifts to the permanent endowment, and (c) accumulations to the permanent endowment made in accordance with the direction of the applicable donor gift instrument at the time the accumulation is added to the fund. Accounting Standards Codification (ASC) 958-205, *Not-for-Profit Entities*, requires the portion of a donor-restricted endowment fund that is not classified as permanently restricted net assets to be classified as temporarily restricted net assets until appropriated for expenditure.

INTERNATIONAL RESCUE COMMITTEE, INC.

Notes to Financial Statements

September 30, 2011

(with comparative financial information as of and for the year ended September 30, 2010)

(Amounts in thousands)

Net assets associated with endowment funds are classified and reported based on the existence or absence of donor-imposed restrictions.

Endowment net assets, which exclude contributions receivable, consist of the following at September 30, 2011 and 2010:

| 2011 | | | | |
|--------------------------|--------------|------------------------|------------------------|--------|
| | Unrestricted | Temporarily restricted | Permanently restricted | Total |
| Donor-restricted | \$ (4,320) | 141 | 47,823 | 43,644 |
| Quasi (board-designated) | 40,117 | — | — | 40,117 |
| Total | \$ 35,797 | 141 | 47,823 | 83,761 |

| 2010 | | | | |
|----------------------------|--------------|------------------------|------------------------|--------|
| | Unrestricted | Temporarily restricted | Permanently restricted | Total |
| Donor-restricted | \$ (2,232) | 15 | 45,058 | 42,841 |
| Impact of NYPMIFA adoption | (217) | 217 | — | — |
| Quasi (board-designated) | 40,447 | — | — | 40,447 |
| Total | \$ 37,998 | 232 | 45,058 | 83,288 |

Changes in endowments for the fiscal years ended September 30, 2011 and 2010 were as follows:

| 2011 | | | | |
|--|--------------|------------------------|------------------------|---------|
| | Unrestricted | Temporarily restricted | Permanently restricted | Total |
| Net assets, September 30, 2010 | \$ 37,998 | 232 | 45,058 | 83,288 |
| Net appreciation (depreciation) (realized and unrealized) | 118 | (9) | (5) | 104 |
| Contributions | 1,856 | — | 2,791 | 4,647 |
| Distributions | (4,175) | (82) | — | (4,257) |
| Net assets, September 30, 2011 | \$ 35,797 | 141 | 47,844 | 83,782 |

INTERNATIONAL RESCUE COMMITTEE, INC.

Notes to Financial Statements

September 30, 2011

(with comparative financial information as of and for the year ended September 30, 2010)

(Amounts in thousands)

| | 2010 | | | |
|--|------------------|------------------------|------------------------|---------------|
| | Unrestricted | Temporarily restricted | Permanently restricted | Total |
| Net assets, September 30, 2009 | \$ 32,169 | 13 | 40,494 | 72,676 |
| Net appreciation (realized and unrealized) | 5,903 | 9 | 3 | 5,915 |
| Contributions | 4,285 | — | 4,486 | 8,771 |
| Distributions | (4,142) | (7) | — | (4,149) |
| Net asset reclassification for adoption of ASC 958-205 | (217) | 217 | — | — |
| Reclassifications of restrictions | — | — | 75 | 75 |
| Net assets, September 30, 2010 | <u>\$ 37,998</u> | <u>232</u> | <u>45,058</u> | <u>83,288</u> |

(14) Foreign Affiliates

IRC is currently affiliated with two separately incorporated organizations, International Rescue Committee, U.K. and International Rescue Committee, Belgium. Revenue provided by these affiliates, primarily from the European Commission Humanitarian Aid Office and Department for International Development, was \$99,437 and \$59,202 for fiscal years 2011 and 2010, respectively, and is included in grants and contracts and contributions in the statement of activities. Net receivables (payables) due from the International Rescue Committee, U.K., consisting primarily of grants and contracts receivables, were \$3,972 and \$1,591 as of September 30, 2011 and 2010, respectively.

(15) Line of Credit

IRC has a \$6,000 unsecured line of credit from a financial institution bearing interest at a rate of LIBOR plus 125 basis points per annum. There were no amounts outstanding under such line during the year or at September 30, 2011 and 2010.

(16) Contingencies

IRC is contingently liable under certain claims and lawsuits, many of which are covered in whole or in part by insurance. In management's opinion, none of these claims and lawsuits will have a material adverse effect on the financial position or changes in net assets of IRC.

(17) Subsequent Events

In connection with the preparation of the financial statements, the IRC evaluated subsequent events from September 30, 2011 through February 9, 2012 which was the date the financial statements were approved for issuance, and concluded that no additional disclosures are required.

position or policies of VDSS or the U.S. Department of Justice/U.S. Department of Health and Human Services."

- I.3 The sub-grantee also agrees that one copy of any such publication will be submitted to VDSS to be placed on file and distributed as appropriate to other potential applicants or interested parties. VDSS may waive the requirement for submission of any specific publication upon submission of a request providing justification from the applicant.

J. PRIME SUBGRANTEE RESPONSIBILITIES During the performance of this contract, the Contractor shall be regarded as an independent contractor and not as an agent or employee of the Commonwealth of Virginia or the Commonwealth. The Contractor shall be responsible for all its own insurance and federal, state, local, and social security taxes.

- J.1 If approval is granted by the VDSS to sub-contract any portion of this contract the Sub-grantee shall be responsible for completely supervising and directing the work under this award and all subcontractors that he/she may utilize, using his best skill and attention. Subcontractors who perform work under this sub-grant shall be responsible to the prime Sub-grantee. The Sub-grantee agrees that it is as fully responsible for the acts and omissions of its subcontractors and of persons employed by them as it is for the acts and omissions of its own employees.

K. EQUIPMENT: Equipment purchased under the terms of this agreement shall be limited to equipment indicated in the approved budget incorporated in the contract. The Sub-grantee shall keep written documentation of any acquisitions purchased and up-date the documentation if additional property or equipment is acquired. The written documentation shall include, but not be limited to: date of acquisition, description of product, serial number, ID number, physical location, cost, and name and phone number of individual using or responsible for the equipment. Equipment purchased under this agreement shall be retained by the Sub-grantee during the period of performance of the agreement. No depreciation or use charges on equipment purchased under this contract shall be claimed on this or any future contract with the Commonwealth of Virginia or any of its agents.

- K.1 If the VDSS permits the sub-grantee to purchase real property or equipment with grant funds, VDSS retains a residual financial interest, enabling the Department to recover the assets or determine final disposition. This will be accomplished on a case-by-case basis, according to the federal grant guidelines applicable to the grant that is funding the service(s).

- K.2 Total requests for equipment costs in excess of \$1000 require prior approval from the State Refugee Coordinator.

L. OBLIGATION OF APPLICANT: By submitting a proposal, the applicant covenants and agrees that the applicant has satisfied itself, from its own investigation of the conditions to be met, that the applicant fully understands its obligation and that it will not make any claim for or have right to cancellation or relief from the contract because of any misunderstanding or lack of information.

M. IDENTIFICATION OF PROPOSAL ENVELOPE: The signed proposal should be returned in a separate envelope or package, sealed and identified as follows:

From: International Rescue Committee June 29, 2012
Name of Applicant Due Date Time

609 E. Market St. #104 CVS-12-089
Street or Box Number RFP No.

Charlottesville, VA 22902 Virginia Refugee Resettlement Program
City, State, Zip Code RFP Title

Name of Contract/Purchase Officer or Buyer

May 29, 2012

Addendum No. 1 to all Offerors:



COMMONWEALTH of VIRGINIA

DEPARTMENT OF SOCIAL SERVICES

Request for Proposals: CVS-12-0089
Titled: Virginia Refugee Resettlement Program
Dated: May 25, 2012
Proposals Due: 4:00 pm, June 29, 2012
Pre-proposal Conference: 10:30 am, June 13, 2012

The above is hereby changed to read:

The purpose of this addendum is to correct information relating to the date and time of the mandatory pre-proposal conference:

1. **Reference RFP, Page 29, Section IX:** First Paragraph, first sentence, Delete the words "June 12, 2012 from 1:30 PM to 3:30 PM" and replace with the words "June 13, 2012 from 10:30 AM to 12:30 PM."
2. **Reference RFP, Page 29, Section IX:** Second Paragraph, fourth sentence. Delete the sentence in its entirety and replace with "No one will be admitted after 10:45 AM."

Note: A signed acknowledgment of this addendum must be received by this office attached to your proposal. Signature on the addendum does not substitute for your signature on the original proposal document. The original document must also be signed.

Robert Earley, Contract Officer

International Rescue Committee, Inc.

Name of Firm

Signature and Title

George Biddle, Executive Vice President

Date

6/26/12



COMMONWEALTH of VIRGINIA

DEPARTMENT OF SOCIAL SERVICES

June 13, 2012

Addendum No. 2 to all Offerors:

Request for Proposals: CVS-12-089
Titled: Virginia Refugee Resettlement Program
Dated: May 25, 2012
Proposals Due: 4:00 pm, June 29, 2012
Pre-proposal Conference: 10:30 am, June 13, 2012

The above is hereby changed to read:

The purpose of this addendum is to replace the original RFP in its entirety and replace with a revised RFP titled "Virginia Refugee Resettlement Program – Version 2." A list of changes to the RFP is attached.

Note: A signed acknowledgment of this addendum must be received by this office attached to your proposal. Signature on the addendum does not substitute for your signature on the original proposal document. The original document must also be signed.

Robert Earley, Contract Officer

International Rescue Committee, Inc.

Name of Firm

Signature and Title

George Biddle, Executive Vice President

Date

Changes to Request for Proposals

RFP No. CVS-12-089

June 13, 2012

| <u>Page</u> | <u>Correction</u> |
|--------------|--|
| Events Page | PM was omitted from time of 12:30 at second bullet |
| Attachment E | Title should read "Assurances – non construction" |
| Attachment F | Form is not labeled Attachment F |
| Attachment H | Full title is "State Corporation Commission" form |
| Attachment J | Proposal Checklist Attachment J has been revised and a new document provided. The previous document should be discarded. |
| Attachment K | Eliminated |
| Page 6 | Last entry on page should read "on page 15". |
| Page 11 | Website link is incorrect. The correct link is: www.dss.virginia.gov/family/ons |
| Page 12 | In the 5 th paragraph there is a misplaced "and" (now deleted) |
| Page 12 | Third paragraph at C. Core Employment Services (ES) at a. First line should read "Development of an individual employability "plan" (not plans). |
| Page 13 | Last paragraph, first sentence. Verb should be "is" instead of "are" |
| Page 14 | At E. English Language Training , second paragraph, the words "and CASAS" should be added. " |
| | "Therefore all refugees' English language level oral and written must be determined utilizing a standardized assessment test identified by the Center for Applied Linguistics (CAL), Virginia Department of Education's (DOE) Office of Adult Education and Literacy, "and CASAS", or a comparable organization. Applicants must use the National Reporting System (NRS) scoring scale for the six literacy levels to describe levels of ESL functions for clients." |
| Page 16 | A paragraph is added at A2, Performance Standards , immediately prior to the first table. |
| | "In addition to outcome goals, service providers are held to both employment services and ELT performance standards. The standards represent targets that are deemed by Office of Newcomer Services to be reasonable and achievable." |
| Page 16 | Each of the left hand boxes for employment performance standards has been re-labeled "Outcome Goal" |
| Page 18 | In fourth paragraph there is a misplaced "at." |
| Page 18 | Incorrect website address. Replace with: www.dss.virginia.gov/form/grants/index.html |
| Page 19 | At 4. Eligibility for Services "All persons provided services must belong to one of the groups identified in Section II B of this solicitation." |
| Page 19 | Paragraph two under 5. Basis of Funding has been revised to read as follows: "Awards of funding will be based on the Review Committee's scoring of the proposal, references, and ONS' previous experience with the respondent agency." |
| Page 20 | At B. Specific Proposal Instructions , first paragraph, previous wording is replaced by new wording, as follows: |

"Proposals must be thorough, clear and logical so that VDSS Review Committee may properly evaluate and score your proposal in relation the services that will be provided. Applicants are required to submit the following items as a complete proposal in the following order:

The RFP Compliance Cover Sheet (Attachment A) must be the cover page of the submitted proposal. This form must have the original signature (in **BLUE** ink) of the applicant's authorized representative. The applicant is responsible for reviewing the entire RFP to ensure that all requirements of the RFP are complete.

After the Compliance Cover Sheet, all proposals will be submitted in the following order:

1. Proposal Narrative, no more than 20 pages in length, numbered consecutively, and to consist of:
 - a. One page executive summary
 - b. Summary of past accomplishments
 - c. Description of proposed program
 - d. Program Evaluation
2. Proposed Budget
3. Proposed Outcomes
4. Required Attachments

Page 22 At **2. Proposed Budget** Attachment labels have been corrected and re-labeled "B1", "B2", and "B3"

Page 23 At **3. Proposed outcomes**. The second sentence that pertains to ELT Attachment B has been deleted. The revised section now reads "Applicants must submit proposed outcomes for Employment Services by entering them on Attachment A. Applicants applying for RSS and TAP funds must submit outcomes for each on separate forms."

Page 36 **Special Terms and Conditions**. Previous **Section F Compensation to the Contractor** has been deleted.

Page 36 Beginning at Page 36, **Special Terms and Conditions**, Previous Section G, Fiscal Administration, has been relabeled as **Section F**. All sections that follow have been re-labeled one letter forward in the alphabet, consecutively, **Sections G through T**.

Page 39 To **Section O, Communication Protocol**, additional wording has been added, as follows:

"Responsiveness to ONS

Contractors are expected to be reachable by phone and e-mail during normal business hours and are expected to respond to ONS e-mails and phone messages in a timely fashion – replying within one business day is considered reasonable. Failure to reply in a timely manner may result in sanctions and/or corrective actions. When directors are away from their office for extended periods, they must contact the State Refugee Coordinator and indicate a primary agency contact during their absence."

Page 41 **XII. Method of Payment** The previous copy has been replaced with new wording as indicated in the document.



COMMONWEALTH of VIRGINIA

DEPARTMENT OF SOCIAL SERVICES

June 19, 2012

Addendum No. 3 to all Offerors:

Request for Proposals: CVS-12-089
Titled: Virginia Refugee Resettlement Program
Dated: May 25, 2012
Proposals Due: 4:00 pm, June 29, 2012
Pre-proposal Conference: 10:30 am, June 13, 2012

The above is hereby changed to read:

See attached Changes to RFP

Note: A signed acknowledgment of this addendum must be received by this office attached to your proposal. Signature on the addendum does not substitute for your signature on the original proposal document. The original document must also be signed.

Robert Earley, Contract Officer

International Rescue Committee, Inc.

Name of Firm

Signature and Title

George Biddle, Executive Vice President

Date

**Changes to Request for Proposals
RFP No. CVS-12-089**

1. **Reference Attachment J:** Attachment J has been revised and is now included in the revised version of the RFP. Previous version of Attachment J is deleted.
2. **Reference Page 23, 4. Required Attachments, (1-14):** The entire list has been revised and renumbered to include all items to be submitted and to reflect Attachment J, Proposal Checklist. The revisions have been inserted into the revised version of the RFP.
3. **Page 16 A2. Performance Standards, Heading at number 5:** Reference Heading at Number 5, "Full-time Jobs with Health Benefits" Wording is replaced with "Number of all Job Placements in Which the Employee is Employed at any Job on the 90th Day."
4. **Page 16 A.2. Performance Standards, Number 5:** Reference Lower left hand box. Replace the words "within (6) months" with "after 90 days."
5. **Page 17, 6. B. Performance Standard:** Replace the words "75% of all refugees..." with "50 % of all refugees..."
6. **Page 20 B. Specific Proposal Instructions:** Reference 1.a Proposal Narrative. Delete the words "One page executive summary" in their entirety and replace with "An unnumbered one page Executive Summary. The one page Executive Summary will precede the Program Narrative and will not count as the first page of the Proposal Narrative."
7. **Page 39, Special Terms and Conditions, N. Business Hours and Accessibility for Clients:** Reference fourth sentence. Change sentence to read, "With the exception of secure entry systems, such as those that use buzzers, main office doors accessible to the general public are not to be locked during normal business hours."

Attachment I

Mandatory Pre-Proposal Conference
June 13, 2012
Virginia Department of Social Services
801 East Main Street
Richmond, VA 23219

A mandatory pre-proposal conference will be held on June 13 from 10:30 AM to 12:30 PM at The Virginia Department of Social Services in Richmond, VA. The purpose of this conference is to allow potential applicants an opportunity to present questions and obtain clarification relative to any facet of this solicitation.

Due to the importance of all applicants having a clear understanding of the specifications/scope of work and requirements of this solicitation, attendance at this conference will be a prerequisite for submitting a proposal. **Proposals will be accepted only from those applicants who are represented at this pre-proposal conference.** Attendance at the conference will be evidenced by the representative's signature on the attendance roster. No one will be admitted after 1:45.

Please fill in the information below and e-mail it to brent.sutton@dss.virginia.gov by June 6, 2012.

Agency: **International Rescue Committee, Inc.**

Email: Harriet.Kuhr@rescue.org

Phone: **434-979-7772**

Address: **609 East Market St., Suite 104, Charlottesville, VA 22902**

List all who will attend:

Name: **Harriet Kuhr**

Name: **Sara Bullard**

Virginia Department of Social Services
Office of Newcomer Services



Request for Proposals
Virginia Refugee Resettlement Program Funding
RFP Number CVS-12-089

Pre-proposal Conference
Question and Answer Summary
June 13, 2012

Announcements

1. The period for obtaining answers to questions regarding the RFP closes at 4:00 pm on June 21, 2012.
2. Answers to questions asked during the pre-proposal conference will be issued to all applicants.
3. Existing Attachment K has been eliminated and should be discarded.
4. Applicants applying for both RSS and TAP must submit separate outcome goals and budgets for each. Only one narrative inclusive of RSS and TAP is to be submitted. The priority order of service is the same for clients served by either RSS or TAP funds.
5. The amount of dollars available for contracted Refugee Social Services (RSS) and contracted Targeted Assistance Program services is in FFY 2012 is:

RSS \$1,627,884 TAP \$561,541
6. All items assembled as part of the offeror's paper application are to be included with the application in CD format. Forms for the copy on CD need not be signed copies.

Questions and Answers

1. Will there be a required CRP format for case file set-up?

Reply: The RFP does not require a specific format for case file set-up; however, ONS mandates that comprehensive service delivery and case management services will be reflected in each RSS and TAP client's case file.

2. What is meant by "assistance with EAD documents?"

Reply: When an EAD is needed for employment and the RSS or TAP client does not have one, assistance in obtaining an EAD is one of the required RSS and TAP services.

3. For English language services, should we recruit only volunteers that are certified?

Reply: The RFP clearly stipulates that "all formal ELT/ESL training...must be taught by a credentialed or comparably certified instructor for ELT/ESL." This does not preclude the use of non-credentialed volunteers for ESL assistance such as tutoring.

4. Is the Council on Accreditation (COA) acceptable as a recognized body for certifying an organization's English Language Training services?

Reply: Yes. All organization that are recognized as certifying organizations for English Language Training programs are acceptable.

5. Is submission of staff biographical information required for all of the agency's staff or just those included in the RSS and TAP budgets?

Reply: Submission of biographical information is required only for staff that is included in RSS and TAP budgets.

6. How is the standard for average wages set? Is it a federal requirement or standard?

Reply: The average wage as stipulated in the RFP has been set by the Office of Newcomer Services. It reflects historical performance and accounts for differences in the standard of living in northern Virginia and the balance of the state that are recognized by state government. ONS must establish a standard because Office of Refugee Resettlement requires Virginia to submit an average wage for full-time jobs as part of its annual goal plan.

7. Are URM's eligible to receive employment services under RSS or TAP?

Reply: Technically, yes. However, service delivery is subject to the priority order for services referenced on page 15 of the RFP.

8. Required attachments to the applications do not match items listed on Attachment J, Proposal Checklist.

Reply: This will be corrected with issuance of Addendum #3.

9. Does every attachment with submitted applications have to be labeled and numbered?

Reply: Yes. This is stipulated in the RFP, Section VI, at number 4, Required Attachments, on page 23. "All of the attachments listed herein must accompany the proposal. They must be clearly headed, numbered as shown, and submitted in numerical order."

10. Does the Executive Summary count as part of the 20 pages limit for proposal narratives?

Reply: This has been addressed by Addendum #3. The Executive Summary is not a part of the narrative; it is to precede the narrative as an unnumbered page.

11. How far back [in time] should applicants go in including agency accomplishments in their proposal?

Reply: There is no stipulation. The decision is left to the applicant.

12. What is the fiscal letter from the agency head?

Reply: The fiscal letter is a statement to be signed by the applicant's director or other legal authority that affirms the organization is financially solvent and has sufficient resources to enter into a contract and administer the program.

13. Regarding letters of support and interagency agreements, does ONS suggest that applicants must have formal agreements with local departments of social services?

Reply: No, but applicants should affirm that they are operating in accordance with a service form developed by ONS and agreed upon by resettlement agencies.

APPENDIX B

**Office of Newcomer Services
Comprehensive Resettlement Plan (ONS-CRP)
For the**

Family (or Individual) Name

Contractor Agency Name

EXPLANATION FOR CONTRACT AGENCY

- The ONS-CRP is completed within 30 days of the date the resettlement office begins providing services to a refugee, asylee, Cuban/Haitian entrant, Amerasian, victim of human trafficking or torture.
- The ONS-CRP is an assessment of each individual family member's employability, education, training, work experience, language proficiency, and service needs. It identifies individual and family strengths and lists deficits or barriers that need to be addressed. It includes all members of the family unit because the family's economic self-sufficiency is dependent on employment income and the physical and emotional health and of each individual family member. A cohesive, healthy family unit also helps to ensure sustained self-sufficiency and integration into communities.
- The ONS-CRP identifies current employment, education, and service needs.
- As service delivery continues, the ONS-CRP tracks changes in the family's situation and changing needs.

EXPLANATION FOR THE FAMILY

- The goal of this agency is to help you get a job as soon as possible. Getting a job is the first step to your living independently in your new community.
- This document is how the agency keeps track of its conversations with you.
- It is how the agency keeps track of what you need to get a job right away and what you need to get a different job later on – if that is what you want
- It is how the agency keeps track of the school, English language, social, and health needs of other members of your family.
- We hope that one day you will become a U.S citizen. This is the beginning of your making a plan that will lead to citizenship.

The ONS-CRP has seven separate parts:

- Part 1 Household Members and Demographic Information**
- Part 2 Reception and Placement Information**
- Part 3 Matching Grant Program Information**
- Part 4 Individual Employment Plan - Assessment of employable adults**
- Part 5 Family Member Assessment Plan - Assessment of other family members**
- Part 6 Signatures**
- Part 7 Progress Reviews**

APPENDIX B

Part 1 Household Members and Demographic Information

Note: Arrival and other demographic information must be entered into the *Virginia Newcomer Information System* for each household member

Name of Primary Applicant or Head of Household

Names of household members

| | | | |
|-------|--|---|---|
| _____ | Adult aged 18 – 60 <input type="checkbox"/> | Child aged 0 – 18 <input type="checkbox"/> | Adult over 60 <input type="checkbox"/> |
| _____ | Adult aged 18 – 60 <input type="checkbox"/> | Child aged 0 – 18 <input type="checkbox"/> | Adult over 60 <input type="checkbox"/> |
| _____ | Adult aged 18 – 60 <input type="checkbox"/> | Child aged 0 – 18 <input type="checkbox"/> | Adult over 60 <input type="checkbox"/> |
| _____ | Adult aged 18 – 60 <input type="checkbox"/> | Child aged 0 – 18 <input type="checkbox"/> | Adult over 60 <input type="checkbox"/> |
| _____ | Adult aged 18 – 60 <input type="checkbox"/> | Child aged 0 – 18 <input type="checkbox"/> | Adult over 60 <input type="checkbox"/> |
| _____ | Adult aged 18 – 60 <input type="checkbox"/> | Child aged 0 – 18 <input type="checkbox"/> | Adult over 60 <input type="checkbox"/> |

For additional household members attach another sheet

Part 2 Reception and Placement Information

Reception and Placement Period from ____/____/____ to ____/____/____

☐ Free Case

☐ Family Reunification, _____
Anchor Relative Name

☐ Not Applicable, Asylee, victim of trafficking, or person who applies for services after the R&P period, example, secondary migrant

Note: The contractor's Reception and Placement Program file and records become a part of this CRP.

Part 3 Matching Grant Program Information

Matching Grant Program Period from ____/____/____ to ____/____/____

☐ Not Assigned to Matching Grant

☐ Assigned to Matching Grant and later reassigned to another program

Note: Matching Grant client demographic information must be entered into the *Virginia Newcomer Information System* (VNIS) for each household member.

Note: The contractor's Matching Grant Program file and records become a part of this CRP.

APPENDIX B

Part 4 Individual Employment Plan (IEP), Page One

Complete Part 4 for each employable household member

The Individual Employment Plan (IEP) contains (i) an assessment of the refugee's employability and (ii) the refugees' short term and long term employment goals.

For Matching Grant clients, the Matching Grant Program Individual Employment Plan may be used in lieu of Part 4 as long as the MG-IEP addresses the factors included in this document.

| | |
|--|---------------------------|
| Refugee LAST Name | First Name |
| Name of Person Conducting Initial Assessment | Date of Initial Interview |

APPENDIX B

| Initial Employability Assessment | |
|--|--|
| Educational Background <ul style="list-style-type: none"> ▪ Last Grade Completed ▪ Functional level if known | |
| Employment History (previous employer, job title, pay, reasons for leaving) | |
| Work experience | |
| Marketable skills (If testing was used to make this assessment, list test used.) | |
| English language proficiency <ul style="list-style-type: none"> ▪ Speaking ▪ Writing ▪ Reading (If testing was used to make this assessment, list test used.) | |

Part 4 Individual Employment Plan (IEP), Page Two

Plan Development

Employment long term goal stated by the client: _____

Immediate practicable employment goals recommended by the contract agency:

1. _____
2. _____
3. _____

Hourly wage the client can expect initially \$ _____

Hourly wage the client can expect with experience and training \$ _____

APPENDIX B

Action Steps

Fill in those items that are appropriate for this client.

Complete for both short term and long term employment goals.

Update as long term and short term goals are met or as changes in plan occur.

EMPLOYMENT SERVICES

Pre-employment counseling

Needed Action

Expected Completion Date

1. _____

2. _____

Job development and job referral

Needed Action

Expected Completion Date

1. _____

2. _____

Job Search by Client

Needed Action

Expected Completion Date

1. _____

2. _____

Workplace Orientation

Needed Action

Expected Completion Date

1. _____

2. _____

Part 4 Individual Employment Plan (IEP), Page Three

On the Job Training

Needed Action

Expected Completion Date

1. _____

2. _____

Apprenticeship

Needed Action

Expected Completion Date

1. _____

2. _____

Skills Certification

Needed Action

Expected Completion Date

1. _____

2. _____

Aptitude assessment

APPENDIX B

| Needed Action | Expected Completion Date |
|---|--------------------------|
| 1. _____ | _____ |
| 2. _____ | _____ |
| Employment Skills Testing | |
| Needed Action | Expected Completion Date |
| 1. _____ | _____ |
| 2. _____ | _____ |
| Other Employment Service | |
| Needed Action | Expected Completion Date |
| 1. _____ | _____ |
| 2. _____ | _____ |
| ENGLISH LANGUAGE TRAINING | |
| English Language Proficiency, Speaking | |
| Needed Action | Expected Completion Date |
| 1. _____ | _____ |
| 2. _____ | _____ |
| English Language Proficiency, Writing | |
| Needed Action | Expected Completion Date |
| 1. _____ | _____ |
| 2. _____ | _____ |
| English Language Proficiency, Reading | |
| Needed Action | Expected Completion Date |
| 1. _____ | _____ |
| 2. _____ | _____ |
| Part 4 Individual Employment Plan (IEP), Page Four | |
| EMPLOYMENT SUPPORT SERVICES | |
| Vocational or Career Training | |
| Needed Action | Expected Completion Date |
| 1. _____ | _____ |
| 2. _____ | _____ |
| Transportation | |
| Needed Action | Expected Completion Date |
| 1. _____ | _____ |
| 2. _____ | _____ |

APPENDIX B

Child Care or Elder Care

| | Needed Action | Expected Completion Date |
|----|---------------|--------------------------|
| 1. | _____ | _____ |
| 2. | _____ | _____ |

Health

| | Needed Action | Expected Completion Date |
|----|---------------|--------------------------|
| 1. | _____ | _____ |
| 2. | _____ | _____ |

Translation or Interpretation

| | Needed Action | Expected Completion Date |
|----|---------------|--------------------------|
| 1. | _____ | _____ |
| 2. | _____ | _____ |

PROGRESS REVIEWS

The agency case work staff initially will review the ONS-CRP with the client or other adult family member every 30 days for six months after entering the service provider's caseload.

JOB FOLLOW-UP

If you get a job the agency will conduct job follow-up interviews 30 days, 60 days, and 90 days from the date you get the job. These follow-up interviews will be to ask how you are doing in your job and to determine if there is anything the agency can do to help you to stay employed, get promoted, change careers, and/or increase income.

Part 5 Family Member Adjustment Plan (FMAP), Page One

Family Member Adjustment Member Plan contains (i) an assessment of the refugee's needs and (ii) the refugees' short term and long term goals.

- Complete Part 5 for each household member aged 0 to 18 and over the age of 60
- For family members aged 0 – 18, this is completed with a parent or other adult household member
- For family members over the age of 60, this is completed with that individual

Matching Grant clients, the Matching Grant Program file and records may be used in lieu of Part 5.

| | |
|--|---------------------------|
| Refugee LAST Name | First Name |
| Name of Person Conducting Initial Assessment | Date of Initial Interview |

APPENDIX B

| | | |
|--|---------------------------|---------------------------|
| | | |
| | Not Applicable | Initial Assessment |
| Education <ul style="list-style-type: none"> ▪ Last Grade Completed ▪ Functional level if known | | |
| Employment history, and work experience, and marketable skills | | |
| Health Issues | | |
| Housing | | |
| English language proficiency <ul style="list-style-type: none"> ▪ Speaking ▪ Writing ▪ Reading (If testing was used to make this assessment, list test used.) | | |

Plan Development

Long term goal _____

Immediate practicable goals recommended by the contract agency:

1. _____
2. _____
3. _____

Part 5 Family Member Adjustment Plan (FMAP), Page Two

Action Steps

Fill in those items that are appropriate for this client.

Complete for both short term and long term goals.

Update as long term and short term goals are met or as changes in plan occur.

NEEDS

Education

Needed Action

Expected Completion Date

APPENDIX B

| | | |
|--|----------------------|---------------------------------|
| 1. | _____ | _____ |
| 2. | _____ | _____ |
| Health | | |
| | Needed Action | Expected Completion Date |
| 1. | _____ | _____ |
| 2. | _____ | _____ |
| Transportation: specify public, private, or other | | |
| | Needed Action | Expected Completion Date |
| 1. | _____ | _____ |
| 2. | _____ | _____ |
| Child Care | | |
| | Needed Action | Expected Completion Date |
| 1. | _____ | _____ |
| 2. | _____ | _____ |
| Elder Care | | |
| | Needed Action | Expected Completion Date |
| 1. | _____ | _____ |
| 2. | _____ | _____ |
| Housing: Specify own, rent, or other | | |
| | Needed Action | Expected Completion Date |
| 1. | _____ | _____ |
| 2. | _____ | _____ |
| Translation or Interpretation | | |
| | Needed Action | Expected Completion Date |
| 1. | _____ | _____ |
| 2. | _____ | _____ |
| Part 5 Family Member Adjustment Plan (FMAP), Page Three | | |
| Employment | | |
| | Needed Action | Expected Completion Date |
| 1. | _____ | _____ |
| 2. | _____ | _____ |
| Vocational or Career Training | | |
| | Needed Action | Expected Completion Date |

APPENDIX B

1. _____
2. _____

Other

Needed Action

Expected Completion Date

1. _____
2. _____

ENGLISH LANGUAGE TRAINING

English Language Proficiency, Speaking

Needed Action

Expected Completion Date

1. _____
2. _____

English Language Proficiency, Writing

Needed Action

Expected Completion Date

1. _____
2. _____

English Language Proficiency, Reading

Needed Action

Expected Completion Date

1. _____
2. _____

Part 6 Signatures

I participated in the development of this document and understand that the agency wants to help me resettle in Virginia and eventually become a U.S. citizen and that I should call the agency when I need help.

Primary Applicant or Head of Household

Date

I certify that this plan was completed in cooperation with the primary applicant and other adult family members, as applicable.

Agency Case Worker

Date

Part 7 Progress Review Notes

Print or reproduce as many of these pages as needed

Family Member Name _____ (date)

Update Notes:

APPENDIX B

Family Member Name _____ (date) _____

Update Notes:

Family Member Name _____ (date) _____

Update Notes:

Proposal Checklist

| Description | Included | Not Included |
|--|----------|--------------|
| Compliance Cover Sheet (Signed) (Page 5) | ✓ | |
| Completed Application Checklist (Attachment J, this page) | ✓ | |
| One page unnumbered Executive Summary | ✓ | |
| Description of Proposed Project (Narrative – 20 Page Maximum) | ✓ | |
| Proposed Employment Outcome Goals (Attachment A) | ✓ | |
| Budget Forms (Attachments B1, B2, B3) | ✓ | |
| Budget Narrative attached to Budget | ✓ | |
| Fiscal Letter from Agency Head | ✓ | |
| Organizational Chart | ✓ | |
| Job Descriptions | ✓ | |
| Description of Volunteer Responsibilities | ✓ | |
| List of Current Board Members (non-profit applicants only) | ✓ | |
| Letters of Support and Interagency Agreements | ✓ | |
| Copy of Confidentiality Policy | ✓ | |
| Program Assurances (Attachment C) signed | ✓ | |
| Signed Assurance, Non-construction Programs (Attachment D) signed | ✓ | |
| Certification Regarding Lobbying, Debarment, and Drug free Workplace (Attachment E) | ✓ | |
| W-9 Form (Attachment F) | ✓ | |
| FFATA Sub-Recipient Data Form (Attachment G) | ✓ | |
| State Corporation Form (Attachment H) signed | ✓ | |
| 501 c3 Certification from the IRS (non-profit applicants only) | ✓ | |
| Copy of most recent Audit | | |
| One complete copy of the RFP (pages 1-43) (Attached to Original Only) | | |
| Copies of Addenda | ✓ | |
| Pre-Proposal Conference Form (Attachment I) | ✓ | |